

Data-driven Sustainability

Making Progress Measurable



Techem Sustainability Report 2025

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Foreword

Dear readers,
2025 marked a turning point. The consequences of climate change are unmistakably evident; at the same time, the societal and political tailwinds in favor of sustainability are subsiding in many places. This context only intensifies the importance of data-supported decisions being used as the foundation for making sustainability in the building sector efficient and affordable.

In October 2025 Techem became part of a new ownership structure. Partners Group took over a majority stake, alongside GIC, TPG Rise Climate and Mubadala Investment Company. This configuration promises new momentum for us and greater strength to consistently implement our strategy.

For Techem, sustainability is not merely a side issue, but an absolute prerequisite for being future-ready. Hesitating over sustainability now carries the risk of economic damage and a loss of innovative strength. In our role as a technology and service partner to the building sector, we bring together environmental responsibility with economic good sense. Our energy

efficiency, decarbonization and digitalization solutions tangibly contribute to the energy transition. Without digitalization there is no chance of achieving a climate-neutral building stock by 2045.

Our strategy is based on a principle of twin transformation: Digitalization and sustainability should be considered inseparably together. Data delivers clear oversight of energy consumption, facilitating control while creating the framework for efficiency and reduced emissions. With our One Digital Platform and rollout of smart meters, we are specifically driving forward the expansion of digital infrastructures. Within that context, our acquisition of the majority shareholding in inexogy smart metering represents a particularly significant strengthening of our position.

All of this can only be achieved together with our employees, partners, customers and investors. Their commitment makes the difference. The path we have chosen is validated by our voluntary reporting, achieving the first MSCI ESG rating with an AA result, and our progress in carbon reduction.

“By expanding digital infrastructures, we are taking on responsibility: By means of future-oriented solutions and transparency founded on data, we are making sustainability steerable and progress measurable.”

I am convinced that climate change is gathering pace: The next few years are decisive to whether it continues to be possible for us to take action. We are ready to actively shape the energy transition – as an opportunity for innovation, competitiveness and quality of life.

Yours

Matthias Hartmann
CEO, Techem GmbH



Strategy and organization

An holistic sustainability strategy needs to span all levels – from the strategic role of leadership bodies through the implementation of incentive schemes linked to sustainability-related goals, to robust risk management. This approach enables us to ensure that sustainability considerations are an integral part of our decisions and reporting.

- Overview of Techem
- Material topics
- The role of the administrative, management and supervisory bodies
- Sustainability-oriented business management and risk management



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Techem Sustainability Report 2025

Overview of Techem

Techem is a trailblazer in the energy transition, and has more than seven decades of experience and innovative strength. As a leading energy services provider and reliable partner, we support the real estate industry in actively addressing the challenges of decarbonization.

General basis for preparation of the Sustainability Report

The following Techem GmbH Sustainability Report has been developed in compliance with the standards of the Global Reporting Initiative (GRI) as well as in anticipation of the European Sustainability Reporting Standards (ESRS). Techem additionally follows the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), and in doing so has included an examination of climate-related risks and opportunities.

Techem publishes its Sustainability Report annually and on a voluntary basis. The reporting period for all qualitative statements and quantitative key figures is

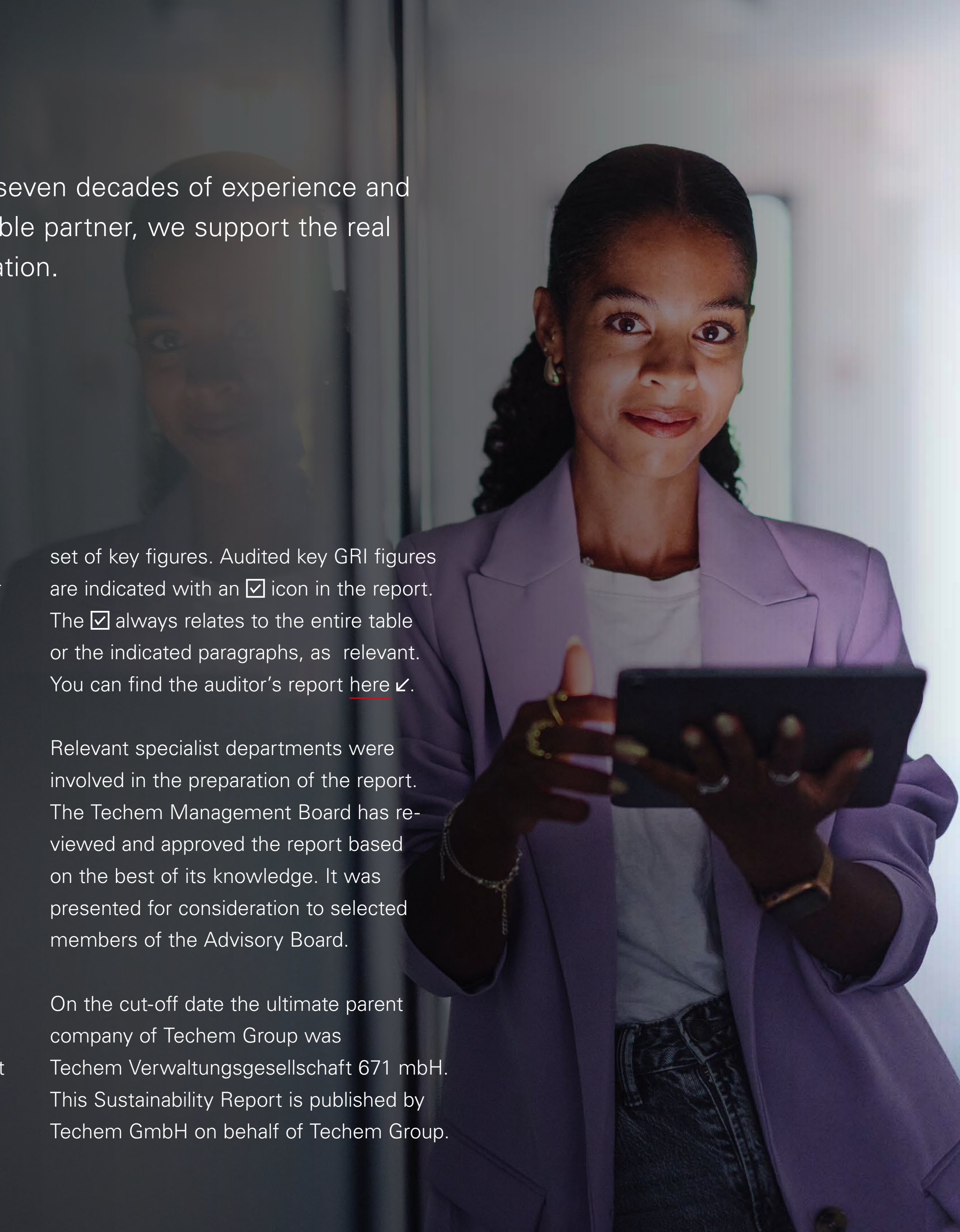
aligned with the financial reporting for the period from October 1, 2024 to September 30, 2025 (hereinafter: the 2025 financial year). The editorial deadline for this report was in January 2026. The report was published on January 29, 2026.

This year the topic sections have been based on an ESRS structure for the first time. As such, each section concerning environmental, social or governance aspects opens with an overview and description of the impacts, risks and opportunities – “IROs” – sets out Techem’s principal strategic approach, and then addresses policies, actions, targets and metrics. The continual further development of our reporting is supported by external auditing with limited assurance of a broad

set of key figures. Audited key GRI figures are indicated with an ☒ icon in the report. The ☒ always relates to the entire table or the indicated paragraphs, as relevant. You can find the auditor’s report [here](#) ↙.

Relevant specialist departments were involved in the preparation of the report. The Techem Management Board has reviewed and approved the report based on the best of its knowledge. It was presented for consideration to selected members of the Advisory Board.

On the cut-off date the ultimate parent company of Techem Group was Techem Verwaltungsgesellschaft 671 mbH. This Sustainability Report is published by Techem GmbH on behalf of Techem Group.





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Effective October 7, 2025, Techem Group was taken over by Partners Group, one of the largest companies in the global private market industry; GIC, a leading global investor; TPG Rise Climate, a fund which is specialized in climate investments as part of the TPG global impact investment platform; and Mubadala Investment Company, an investment company based in Abu Dhabi. Significant business units within Germany are Techem Energy Services GmbH, Techem Solutions GmbH, Techem Metering GmbH, Techem X GmbH, the companies belonging to DMG Beteiligungsgesellschaft mbH and bautec Energiemanagement GmbH. In September 2025, Techem took over the majority stake in inexogy, one of the largest competitive metering point operators in Germany. Because this happened close to the cut-off date of September 30, 2025, it was not possible to integrate inexogy’s numbers into this year’s Sustainability Report. The consolidation scope is otherwise the same as that on which the consolidated financial statements of Techem Verwaltungsgesellschaft 671 mbH are based.

The sustainability data and metrics generally refer to all German and international business units of Techem Group (excluding the very recently acquired metering point operator inexogy). Where an individual assertion within the sustainability statement applies for only part of the consolidation scope, this is explicitly indicated. At some points this relates to Deutsche Messdienst Gruppe Beteiligungsgesellschaft mbH (DMG), for example; this is an operating sub-metering company under the umbrella of the DMG holding company. The DMG holding group and the DMG companies together form DMG Group. All companies in Techem Group are listed in the appendix (see [page 119](#) ↙).

For transparency, we also highlight instances of individual key figures which are based on estimates, and explain the methodical approach applied. We always endeavor to convey information comprehensively and in full, with the intention of facilitating a clear insight into sustainability-related topics at Techem. There are individual instances in which we may deviate

from this principle where doing so is necessary to avoid conclusions arising from personal, confidential data. The relevant values are indicated with corresponding footnotes.

The reporting relates to the company’s own sbusiness activity, but also to the upstream and downstream value chain. This has been considered in the context of the materiality analysis (see [page 17](#) ↙).

The extent to which sustainability information also relates to the value chain, or to individual components of the value chain, is clarified in the individual chapters. We describe sustainability-related targets that arise from our material IROs directly at the relevant points in the report. Individual targets were adjusted during the financial year.

Techem Group also made further progress with respect to the EU taxonomy in the 2025 financial year. In the context of conformity analyses of company-wide activities, a screening of the technical assessment criteria and minimum protection measures was carried out. The

smaterial contribution of the activity at hand was reviewed, alongside the extent to which it does not significantly impair other environmental targets. With respect to the latter, the climate risk analysis for the 2023 financial year is currently being updated to fulfill the criteria of Annex A to the Delegated Climate Act. The further steps toward fulfillment of future reporting obligations include examination of the impacts arising from publication of the Delegated Act on Simplifying Reporting Obligations.

Disclosures in relation to specific circumstances

We use the time horizons defined in the ESRS, wherein “short-term” corresponds to zero to one year; “medium-term” corresponds to one to five years; and “long-term” corresponds to more than five years.

Estimates relating to the value chain, as well as the sources of estimates and uncertain results, are reported in the appropriate individual cases together with the information to which they relate.



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Strategy, business model and value chain

Techem was founded in 1952 by Friedrich Ott. It was among the companies which initiated a move toward heating costs being fairly allocated according to usage, which it did by recording the heat consumption of individual homes – and achieved energy savings in the process. Over the course of 70 years, the company has evolved from simply installing analog evaporator tubes on radiators and reading off the values to operating as a broad-based, internationally positioned provider of digital energy services and other services for healthy and livable properties.

From a metering service provider to a digital service provider

Techem brings together decades of experience in the recording and processing of energy-related data with comprehensive expertise in the requirements and processes of energy systems in buildings. This applies for generation, supply,

billing and even optimization of energy flows. In addition, Techem has developed innovative services in the areas of drinking water quality and smoke detection, based on in-depth analysis of the needs of customers and tenants¹. And so what started out as a meter-reading company has become a digital service provider for smart and sustainable buildings.

A significant building block of this transformation is the One Digital Platform, a centralized infrastructure which brings together data, stakeholders and digital applications. Techem uses this not only to create transparency regarding energy data but also to identify energy-saving potential and develop solutions that support both landlords and tenants – with other target groups set to also be addressed in future.

Today, Techem is setting the course for a successful energy transition – and with its digital technologies, actively advancing the changeover from fossil fuels to renewable energy sources.

Radio technology as the key

Techem’s wide-ranging product solutions are all based on an interoperable digital radio infrastructure that has been developed over decades. The recording devices and sensors networked in this way, along with the wealth of energy and process data they deliver, provide a basis for optimizing and automating workflows in properties. Data privacy and data security are the top priority here.

Overview of business activities

Techem Group has various locations and companies in Germany and abroad. Its business activities are divided into two segments. Services around submetering, i.e. the allocation of heat consumption and costs to individual residential units in apartment buildings with a central heat supply (e.g. via central heating) are provided by the Energy Services segment. This also includes services connected with the installation and operation

of intelligent metering systems. To differentiate between national and international business, this report makes an additional distinction between Energy Services Germany (ESG) and Energy Services International (ESI). The Energy Efficiency sSolutions (EES) segment offers energy contracting and energy consulting. Among other services this includes planning, financing, construction and operation of heat-generating plants.



Submetering

The business activity that generates the most revenue for Techem is submetering, i.e. consumption-based billing of heating costs. New digital processes make meter-reading and billing not only faster, but also less error-prone and more convenient for the customer, which significantly increases customer satisfaction.

Interconnected consumption metering and control devices, along with sensors, enable energy savings of 10-15% in district heating plants and heating installations (BaltBest Study 2021²).

¹ To reflect our commitment to diversity and inclusion, the language used in this report is gender-neutral. As the terms “owner”, “customer” and “property manager” generally refer to legal entities, there is no need for masculine or feminine pronouns. When we talk about tenants in this report, we are also referring to users of owner-occupied residential properties. As part of preparing our reporting to align with ESRS, including linguistically, we do not use gender-specific language in headings that include ESRS terminology. Instead, we use ESRS-compliant designations so that they remain consistent.

² A detailed explanation of the study and Techem’s contribution to it can be found in the Sustainability Report 2022.



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The regular recording, analysis and visualization of consumption data paired with digital and networked radiator controls empower tenants to better manage their energy footprint. With around 70 million devices (2024: 68 million) worldwide for recording heat, water, cooling and electricity data, as well as smoke alarms, Techem is creating a digital infrastructure for sustainable buildings.

The growth of digitalization in submetering and the infrastructure necessary for it (fixed networks) creates a basis for further services focused on process efficiency, energy efficiency, CO₂e³ reduction and residential health in properties. Techem has created the One Digital Platform, a centralized framework for the linking and further development of these services. This makes it possible to seamlessly integrate data and digital applications, identify energy-saving potential, and provide sustainable solutions for landlords, tenants and other target groups.

With “Abrechnung Direct” (Billing Direct), Techem offers a digital service for real-time billing of heating costs. Customers can select the time of billing themselves, check the details online, and immediately access their bill. A simplified application was introduced in the 2025 financial year, featuring a question-and-answer process that increases user-friendliness, efficiency and error prevention. Heating cost billing promotes transparency as well as informed heating usage behavior, and can reduce energy consumption by up to 20%.



Energy contracting and energy consulting

Techem offers professional heat supply for apartment buildings and commercial properties. We advise and support property owners and managers with the evaluation of procedural, technical and structural optimization measures in pursuit of a clear goal: CO₂e-optimized and efficient technical operation of buildings.

When it comes to energy generation at the building or district level, we are increasingly using sustainable technologies such as heat pumps powered by green electricity. These measures mean that Techem, together with property owners, is driving the transition from fossil fuels to renewable energy sources . Thanks to the comprehensive overview of data facilitated by Techem, it is possible to integrate photovoltaic and solar thermal systems into the district supply even across multiple buildings. This coupling of the heat and electricity sectors is further extended by linking together building operation and mobility. For this scenario, Techem offers electric charging solutions that will in future also be able to use green electricity generated in the district. Since early 2021, Techem has additionally ventured into the smart metering business as a competitive metering point operator, offering smart metering systems for the collection of bundled consumption data for submetering, electricity and gas in the real estate industry (see [page 39](#)). It is also possible to easily integrate tenant electricity models on the same basis (see [page 44](#) .

Strengthening residential health and safety

Techem is already offering solutions in the area of residential health, with a focus on providing greater regulatory compliance and efficient building operation. These developments benefit both landlords and tenants: Smoke alarms that regularly undergo radio-enabled functional checks and legionella testing both fulfill statutory requirements and provide increased protection against fires as well as bacteria in drinking water. Drinking water technology services help ensure that water quality and pipe systems are maintained. In the 2024 financial year we also expanded our services and released the Multisensor Plus. This multifunctional smoke alarm further increases safety and quality of living via functions such as smoke, heat and carbon monoxide detection as well as ventilation recommendations in properties (see [page 95](#) .

³ Emissions are reported in CO₂ equivalents (CO₂e).



Comprehensive services for the building ecosystem

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Devices and systems

- 1

Photovoltaic systems
- 2

Wireless smoke alarms/
Multisensor Plus
- 3

Wireless cold and hot
water meters
- 4

Smart Readers
- 5

Wireless heating cost
allocators
- 6

Outdoor temperature sensors
- 7

Electric charging stations
- 8

Wireless heating and cooling
meters

9

Combined heat and
power units

10

Heat pumps

11

Home electricity meters

12

Smart Gateway

13

Home water meters

14

Gas meters

15

Gas condensing boilers

16

Temperature sensors

17

Smart Reader Plus

Services

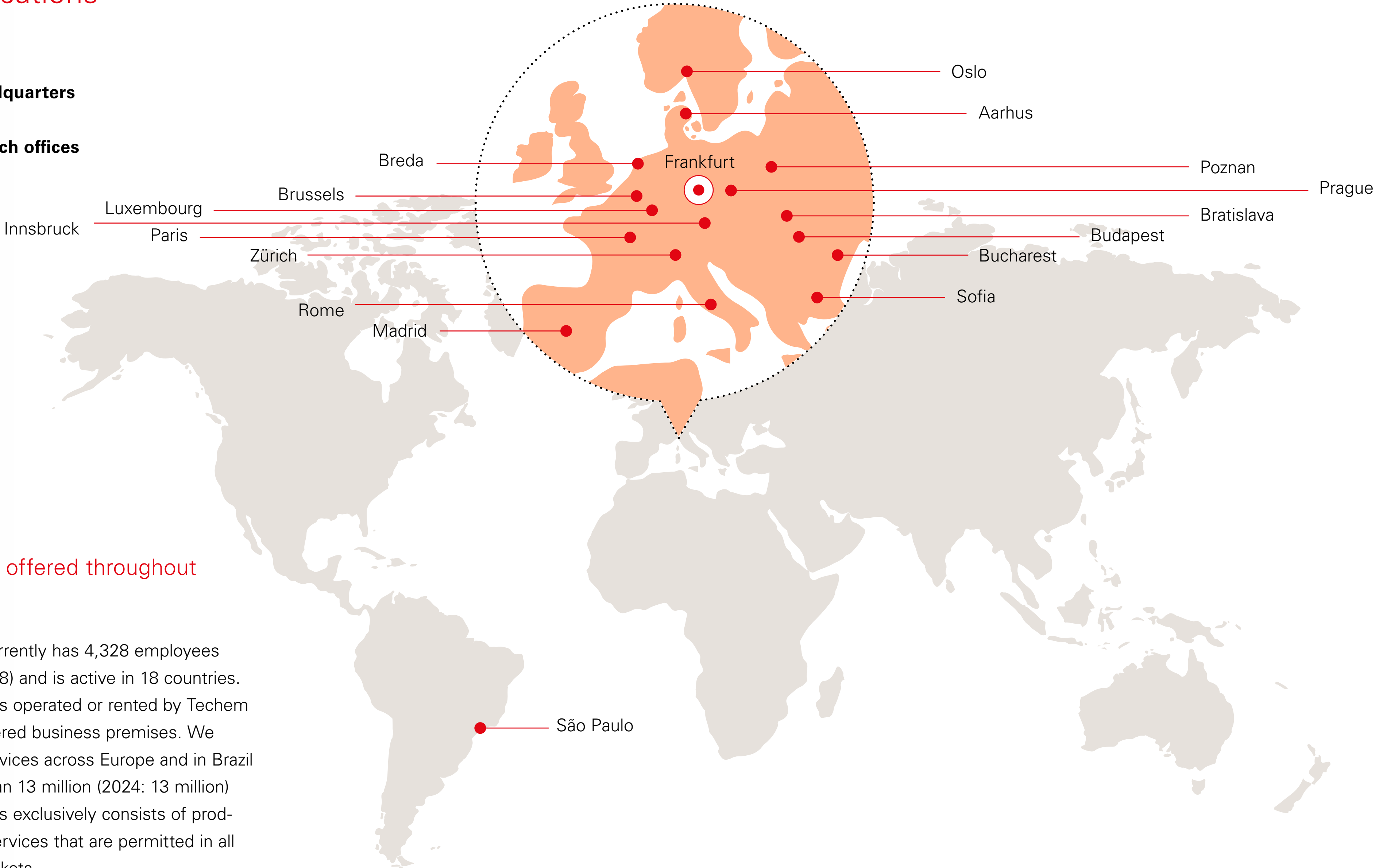
- › Digital Boiler Room
- › E-mobility
- › Energy performance certificate
- › Holistic energy supply concepts and solutions
(contracting)
- › Annual consumption information
- › Legionella testing
- › Smoke alarm service
- › Smart Metering
- › Intra-year EED consumption information
- › Consumption recording and billing



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Our locations

- Headquarters
- Branch offices



Services offered throughout Europe

Techem currently has 4,328 employees (2024: 4,218) and is active in 18 countries. All branches operated or rented by Techem are considered business premises. We provide services across Europe and in Brazil to more than 13 million (2024: 13 million) homes. This exclusively consists of products and services that are permitted in all served markets.



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Our customers

Techem’s direct customers are companies in the real estate sector, homeowners, homeowners’ associations, property managers and cooperatives, as well as operators of commercial properties such as hotels, office buildings and shopping centers, and developers of urban residential and commercial districts.

Our value chains

Because of the different business areas that Techem is involved in, there are two separate value chains which apply to us as

an energy service provider and metering point operator: One in respect of the ESG/ ESI segment (submetering) and one for the EES segment (contracting). Both value chains consist of upstream, the company’s own, and downstream activities which arise from the respective business areas of the relevant segments.

In the ESG/ESI segment (submetering), the development and provision of measurement devices forms an important pillar of our business. These devices are developed by Techem itself or with selected partners, as well as being produced and made available by specialized suppliers. Techem uses a global supply network for

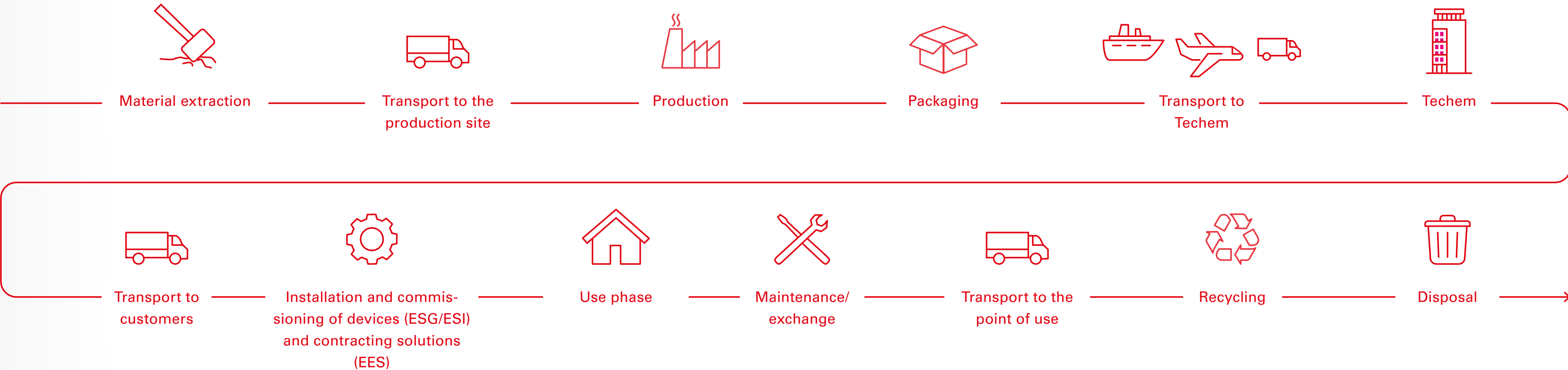
this to guarantee a continual supply. Within our own business activities we encompass installation and commissioning of devices with customers as well as data capture, transfer and analysis. Transparent billing allows customers and tenants to benefit from easy-to-understand consumption and the potential to make direct savings.

In the EES segment (contracting) Techem supports its customers in choosing suitable contracting systems and takes on the efficient operation of those chosen systems. Collaborating with manufacturers and suppliers is of great importance here, particularly with respect to materials sourcing, as well as production and development of

the required technologies. In the context of our own business activities, core tasks comprise project development, planning, installation, financing and energy procurement and operation, including maintenance of all systems. As a supplement to this, Techem offers energy consulting and optimization during the usage phase.

In both segments the downstream value chain is supplemented with appropriate recycling and disposal processes; these are targeted at extracting as many components and raw materials as possible from used devices and systems and returning them to the recoverable materials cycle.

Value chain





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Techem in numbers



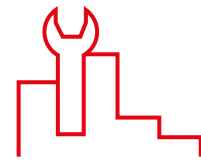
18

countries



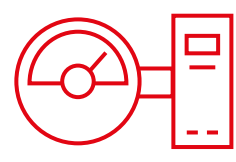
444,400

customers



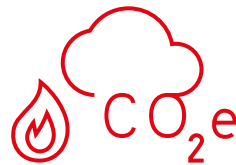
13.7 million

homes under service



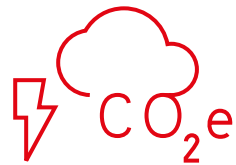
59 million

meters worldwide



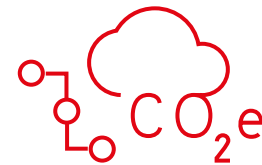
137,896 t

CO₂e emissions, Scope 1



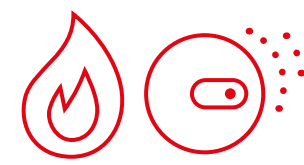
1,506 t

CO₂e emissions, Scope 2



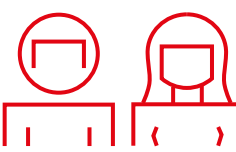
82,005 t

CO₂e emissions, Scope 3



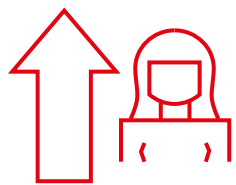
11,623,503

smoke alarms under service including MSDs



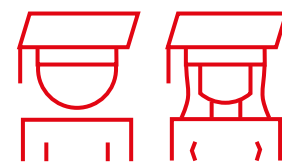
4,328

employees worldwide



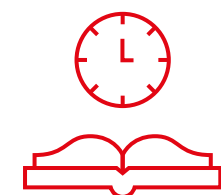
50%

women in internal development programs



62

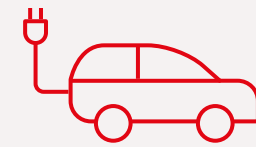
apprentices and students on work/study programs



49,552

training hours worldwide

Top 3 developments



+ 20.5%

more electric vehicles in the car fleet



85.4%

of devices in properties are radio-enabled



AA result

in the ESG rating by MSCI



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Our strategic sustainability targets

Based on the materiality analysis performed in 2024, we have revised our program of targets to make our medium- and long-term alignment strategically more sustainable. The majority of the targets already correspond with the ESRS requirements for target formulation and are measurable (in the course of a year), time-bound and outcome-oriented. The targets incorporate environmental, social and governance dimensions and relate either to Techem Group as a whole or to the EES (contracting) and ESG/ESI (submetering) segments. Most emissions are created in the EES segment; accordingly this is where the most impactful levers for CO₂e reduction are found, and so this segment is particularly relevant for our sustainability strategy.

From a strategic perspective, a crucial concern for Techem is the continual further development of technological solutions which both reduce energy consumption and promote transparency in billing and usage. At the same time digitalization, partnerships and compliance with regulatory specifications are being used to further advance sustainable innovations.

With regard to challenges such as increasing requirements for technology, reporting and market development, Techem welcomes these and addresses them with targeted projects and investments. This enables us to proactively implement sustainability targets, and to meet the rising expectations of stakeholders while also enabling them to have a clear view of our ambitions and progress.

Moreover, it is essential for us to financially and operationally anchor sustainability targets in our business in such a way that they are objectively and quantitatively verifiable. As such we ensure that we are always able to react in a justified and verifiable way to any suspicions of greenwashing, and to not only react but proactively counter them. Specific measures in this respect have been derived for ongoing operations, but are also being set out in the context of the group-wide **ENERGIZE-T** value enhancement program, which is designed to harness the impetus for growth and optimization which is key at Techem, and embed it at the levels of structure, solutions portfolio, processes and personnel. This work is being led by the CFO. The measures are attached to Key Performance Indicators (KPIs) and

tracked during the year by means of a two-pairs-of-eyes principle. This initiative demonstrates that we understand sustainability not simply as a regulatory requirement, but more importantly as a significant driver of growth in our expanding core business around securing the energy transition in the buildings sector.

Alongside targets in the environmental, social and governance dimensions, we have also developed higher-level objectives that support our business strategy. Among others, these include undergoing an annual group-wide sustainability rating process. A rating represents an opportunity to make our sustainability progress measurable, to identify potential for improvement, and to be transparent by setting out our responsibility to customers, partners and society. It also supports us in strategically further developing our commitment to sustainability and being successful in the long term.

After several annual evaluations by the ratings agency Morningstar Sustainability, the result of the first Provisional ESG Rating by Morgan Stanley Capital International (MSCI) also concludes that responsibilities at Techem are clear and that sustainability is integrated throughout the

company. The rating offers the company a classification which is based on a comprehensive analysis of ESG risks and opportunities. The evaluation ranges from CCC (low) to AAA (high). Based on its results Techem was awarded an AA rating in the 2025 financial year – the second-best category. This puts Techem among those companies which the MSCI considers to be particularly well positioned to manage ESG risks and at the same time embrace opportunities in the areas of environmental, social and governance. What’s more, Techem exceeds the industry average in the four central ESG categories of carbon emissions, human capital development, privacy & data security, and corporate behavior. The threshold for an AAA rating is at 8.571 points; Techem is close to this boundary with its current score of 8.5. Our ongoing ESG development is focused on making this result even better.⁴

⁴ www.msci.com/legal/provisional-rating-disclaimer

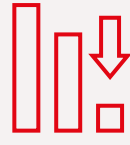


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Strategic action areas

	Environmental Material topics › Climate change mitigation › Energy › Resource inflows, including resource use › Resource outflows related to products and services › Waste	We protect the climate through the use of low-CO ₂ e technologies in our own operations and in contracting, and we operate in a resource-efficient manner by taking into account circular principles.
	Social Material topics › Working conditions › Equal treatment and opportunities for all › Equal treatment and opportunities for all (value chain) › Information-related impacts for consumers and/or end-users › Personal safety of consumers and/or end-users	Our targeted actions for further training, diversity and occupational safety make the Techem team stronger. We also address the interests of our customers and end consumers, as well as those of workers in the supply chain, through constructive dialog and taking into account due diligence obligations.
	Governance Material topics › Corporate culture › Corruption and bribery/incidents › Protection of whistleblowers › Management of relationships with suppliers, including payment practices › Political engagement	Through values-oriented governance, we avoid violations of our business ethics and support climate policy efforts. Additionally, we implement high ethical standards in our supply chain by encouraging ethical practices and regular sustainability audits.

Strategic focus targets

 Climate neutrality as per SBTi by 2045	 10% recycled input materials by the end of 2028
 75% electricity from renewable sources at international sites by the end of 2030	 50% women in development programs, annually
 0 critical breaches of customer data protection, annually	 100% of employees are trained on the subject of sustainability every two years
 No cases of corruption, annually	 Churn rate of less than 5%, annually
 100% of employees trained on the subject of compliance, annually	 100% training rate for data and information security, annually



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Interests and views of stakeholders

We believe that engaging in continuous dialog with internal and external stakeholders is important. With this in mind we regularly engage with different stakeholder groups. These predominantly include customers, tenants, suppliers, non-government

organizations (NGOs), associations, business partners and investors. As well as entering into direct dialogue, we conduct market research to identify trends and opinions and thereby gain a better understanding of stakeholder needs. We have also considered various stakeholder groups in our materiality analysis (see [page 17](#) ↗).

Because our most significant stakeholders have diverse interests and needs, we make use of various formats to ensure that both the purpose and type of involvement can be optimally designed.

Continual and close engagement with stakeholders is a central component of our business conduct. In 2025 this continued to contribute to the future-oriented

and sustainable development of our strategy, product portfolio and business model. One important outcome from this engagement has been the consistent refinement of our One Digital Platform, with the result that we have been able to address our customers’ and partners’ requirements even more successfully while tangibly contributing to increased sustainability in the buildings sector.

Stakeholder inclusion and engagement

Stakeholder	Type of influence	Form of inclusion	Target of inclusion
Supervisory and regulatory authorities	⦿ ↗	› Dialog with holders of political office › Answering queries	› Fulfilling reporting obligations › Fulfilling regulatory requirements through metering services › Strengthening our position as a partner and pioneer
Customers	⦿ ↗	› Customer service and engagement	› Supporting customers in increasing their energy efficiency › Provision of detailed data › Strengthening customer loyalty
Employees	⦿ ↗	› Project portfolio (<i>ENERGIZE-T</i>) › Networks (Gen Z, Diversi-T) › Representation of vulnerable groups (Severely Disabled Employee Representative, Inclusion Officer) › Works Council › Development discussions › Trainings	› Coordination of all project targets with the sustainability requirements › Embedding sustainability in our own workforce › Inclusion of employees in projects, initiatives and campaigns › Promoting a development-oriented work environment
Existing and potential investors	⦿ ↗	› Answering investor queries › Delivery of sustainability-related data in accordance with the applicable standards › Sustainability ratings	› Increasing attractiveness for investors › Leading by example



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Stakeholder	Type of influence	Form of inclusion	Target of inclusion
Banks and lenders	 	› Regular reporting	› Transparency and reinforcing trust
Suppliers and workers in the value chain	 	› Inclusion of sustainability criteria in supplier selection › Queries relating to the Supply Chain Due Diligence Act (LkSG) › Quality and sustainability audits at selected supplier sites › Regular visits to production locations and son-site engagement	› Ensuring due diligence in the supply chain › Ensuring compliance with the BME Supplier Code of Conduct
Associations	 	› Participation in workshops and dialog at association events › Active participation in work groups	› Supporting decarbonization of the real estate sector › Playing a part in shaping the energy transition
Business and research partner	 	› Joint research and dialog › Development of projects for increasing energy efficiency	› Development of new products › Strengthening energy efficiency research
Insurance companies	 	› Regular reporting	› Transparency and reinforcing trust
Media and press	 	› Inclusion in communications › Press releases	› Public business perception
Social partners and snon-governmental organizations	 	› Collaboration on social topics (e.g. Water is Right)	› Social engagement



Internal



External



Indirect



Direct

Looking to the future, we expect the interests of our investors, in particular, to remain key to further sharpening our strategic alignment and addressing the requirements of sustainable business operations in a targeted way.

The general interests and rights of our own workforce are represented by the Works Council. With respect to sustainability considerations, the Sustainability Council is responsible for discussing sustainability considerations, monitoring relevant devel-

opment, and communicating progress in the company. The Sustainability Council is composed of the Sustainability Stewards, i.e. the department heads and experts relevant to the achievement of sustainability-related objectives (see [page 24](#) .



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Material topics

To live up to our responsibility to society and the environment, it is essential that we focus our commitment on what is most important. To ensure we do so, we are guided by the materiality analysis which we undertook in the 2024 financial year, and which was based on new regulatory developments and therefore based on the specifications of the CSRD.

Description of the process to identify and assess material impacts, risks and opportunities

Sustainability Management is responsible for the double materiality analysis. The analysis was based on the results from the materiality analysis carried out in 2023. Stakeholders and experts were additionally surveyed and included in various stages of the process. Alongside our own business activities, external influences from the value chain also formed part of the framework under consideration. The double materiality analysis considered both Techem’s impacts on people and environment (impact materiality) and the financial opportunities and risks that arise for Techem (financial materiality). The analysis was performed in two separate steps.

Impact materiality

Based on the materiality analysis carried out in 2023, as well as a list of topics derived from the ESRS, information about possible impacts on people and the environment was collated in several stages. To achieve this, various internal analyses (including a hotspot analysis and a Supply Chain Due Diligence risk analysis of our own business area) were initially used as data sources. In order to understand the relevance of specific topics from the perspective of customers, research, employees, networks, suppliers, associations, media, social partners and NGOs, politics and local authorities, as well as investors, creditors and banks, in 2024 we carried out a stakeholder survey. From this we were able to identify relevant topics and

subsequently define potential and actual positive and negative impacts along the entire value chain.

The next step was the systematic evaluation of Techem’s impacts. This was completed with the help of internal and external expertise and stakeholder feedback, as well as empirical knowledge. Positive impacts were evaluated based on their magnitude, scope and likelihood of occurrence; negative impacts were assessed similarly, though with the addition of irreversibility. These factors were generally equally weighted. In the case of potential negative impacts on human rights, severity was given more weight than the likelihood of occurrence.

The impacts were evaluated by selected specialists and decision-makers under the instruction of the Sustainability Management team. The evaluation was based on the gross principle; as such, actions that had already been implemented or planned were not taken into account when considering the impact. After completion of the evaluation a threshold was determined; using this made it possible to identify which impacts are material for Techem.



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Financial materiality

Sustainability-related risks and opportunities were analyzed in a downstream step. First, those risks and opportunities which directly relate to the material impacts were recorded. Added to these were potential financial risks and opportunities throughout the entire value chain that had been identified as having short-, medium- or long-term timeframes – even where these are not directly linked with an impact.

The inclusion of investors, banks and creditors in the stakeholder survey performed at the start of the materiality analysis provided well-founded estimates for the financial dimension of double materiality. Thematic focal points which arise from the sustainability risk rating were also included in the analysis. The risks and opportunities were assessed using the criteria of likelihood of occurrence and financial magnitude. Again, following the evaluation a threshold was defined via which the material opportunities and risks were established.

Collation and integration

The results of the two process steps were validated by the Management Board. The results of the materiality analysis are reviewed on an annual basis. The material IROs were reviewed and adapted in 2025. This involved editorial and content-related changes which were made to increase clarity and comprehensibility, as well as to avoid duplication of the IRO descriptions and reporting on actions. A full repeat of the analysis is expected to take place in the 2026 financial year. This is planned to include an update of the process for financial materiality through the linking of opportunities and risks with specific financial values.

Topic-specific particularities in the identification and evaluation of impacts, risks and opportunities

The upstream and downstream value chain were considered alongside our own business activities during the double materiality analysis, including in light of the topic-specific particularities. To additionally enable suitable specialist assessment of the relevance of environment-related topics, impacts, opportunities and risks, the Sustainability Management team,

Sustainability Stewards and the Techem Research Institute on Sustainability (TRIOS) were involved in various stages of the double materiality analysis process, and specific research and social partners were included as external stakeholders.

Climate change (ESRS E1)

In the course of evaluating the material topics, we reviewed our potential and actual impacts as well as the opportunities and risks in relation to adapting to climate change, climate change mitigation, and energy. To quantify our impacts on climate change, we record greenhouse gas emissions along our entire value chain (see [page 11](#) ↗). The results of our climate scenario analysis are also included in the materiality analysis.

Pollution (ESRS E2)

In the context of assessing the material topics, we reviewed our potential and actual impacts as well as the opportunities and risks with respect to air, water and soil pollution, pollution of living organisms and food resources, microplastics and substances of (very high) concern. This was not done for individual locations but by considering the entire Techem Group at country level. No material IROs were identified.

Water and marine resources (ESRS E3)

The potential impacts, opportunities and risks with respect to water and marine resources were reviewed in the context of the double materiality analysis. A water-related NGO was included in the stakeholder survey for this purpose. No material IROs were identified.

Biodiversity and ecosystems (ESRS E4)

Our actual and potential impacts, risks and opportunities with regard to direct drivers of biodiversity loss, impacts on the status of species, impacts on the extent and condition of ecosystems, and impacts and dependencies on ecosystem services were also reviewed. Four Techem sites are near biodiversity-sensitive areas. However, as these are only office and warehouse locations, no IROs were identified in relation to biodiversity and ecosystems.



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Resource use and circular economy (ESRS E5)

In the context of assessing material topics, we also reviewed our potential and actual impacts as well as opportunities and risks with regard to resource inflows, resource outflows and waste. To enable the best possible organization of the topic and to evaluate possible IROs, the Supply Chain Management team was involved in the materiality analysis.

Business conduct (ESRS G1)

We foster a values-oriented corporate culture at Techem, and emphasize corporate responsibility as a major value. We also took this fundamental position into account while determining our potential and actual impacts, opportunities and risks. On this basis, country-specific information from entity-specific risk analyses was included. Furthermore, experts from the Human Resources (HR), Legal & Claims, Compliance and Supply Chain Management departments were involved in the process.

Material impacts, risks and opportunities and their interaction with strategy and business model

The subchapters in the Environmental, Social and Governance chapters include a list of the IROs associated with them. All disclosure requirements concerning Techem’s material impacts, risks and opportunities and their interaction with strategy and business model are made in the relevant chapters.

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Materiality matrix

ENVIRONMENTAL

ESRS E1 Climate change

	Impact materiality	Financial materiality
Climate change mitigation	High	High
Energy	High	
ESRS E5 Resource use and circular economy		
Resource inflows, including resource use	Medium	
Resource outflows related to products and services	Medium	
Waste	Medium	

SOCIAL

ESRS S1 Own workforce

Working conditions	High	
Equal treatment and opportunities for all	High	High
ESRS S2 Workers in the value chain		
Equal treatment and opportunities for all	Medium	

ESRS S4 Consumers and end-users

Information-related impacts for consumers and/or end-users	High	
Personal safety of consumers and/or end-users	High	Medium

GOVERNANCE

ESRS G1 Business conduct

Corporate culture	High	Medium
Corruption and bribery/incidents	Medium	High
Political engagement	High	High
Protection of whistleblowers	High	
Management of relationships with suppliers including payment practices	Medium	Medium

← High Low Low High →

The role of the administrative, management and supervisory bodies

An effective governance structure is crucial for systematically and effectively managing ssustainability topics, and to guarantee responsible decision-making in the long term. Techem is managed by Matthias Hartmann (CEO), Dr.-Ing. Carsten Sürig (CFO) and Nicolai Kuß (Chief Sales Officer, CSO).

Our owners

As at the cut-off date and since July 2018, Techem has been owned by a group of investors led by the Swiss Partners Group as the majority shareholder, and with the Canadian pension funds Caisse de dépôt et placement du Québec (CDPQ) and Ontario Teachers’ Pension Plan (OTPP). Techem’s owners are organized under the umbrella of Luxembourg Investment Company 261 S.à r.l. (LIC 261), the holding company that owns all Techem companies (see [page 119](#) ↩).

Our Advisory Board

The owners of Techem have established the Advisory Board at the level of the sparent company LIC 261. Although the takeover led to changes in the parent company in the 2026 financial year, the Advisory Board was active in this form, unchanged during the 2025 financial year. It is the highest supervisory body⁵ of Techem Group. The Advisory Board supports LIC 261’s management in its decision-making, and reviews business transactions by Techem companies that require approval. The Advisory Board consists of nine members, who provide advice either

Advisory Board by age and gender GRI 405-1 ☒

	FY 2025	FY 2024	FY 2023
Distribution by gender			
› of which female	11.1%	11.1%	11.1%
› of which male	88.9%	88.9%	88.9%
› of which other genders	0%	0%	0%
Age structure			
› under 30 years old	0%	0%	0%
› between 30 and 50 years old	33.3%	44.4%	55.6%
› over 50 years old	66.7%	55.6%	44.4%

This table shows the composition of the Advisory Board of Luxembourg Investment Company 261 S.à r.l. (LIC 261) in the 2023 to 2025 financial years, as at September 30 of the respective financial year. LIC 261 is the company under which the shareholders of Techem Group are organized. The Advisory Board of LIC 261 supports LIC 261’s management in its decision-making, and reviews business transactions by Techem companies that require approval.

⁵ At Techem the term “supervisory body” is used as an equivalent to the GRI term “governance body.”



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as independent members with specific expertise on energy, digitalization or sustainability topics, as well as strategic topics relevant to the company’s development, or who are from one of the owning organizations. Andreas Umbach, as an independent member, serves as Chair of the Advisory Board. The proportion of independent board members in 2025 was 44.4% (2024: 44.4).

Fundamental decisions with support from the Advisory Board

The advisory and decision-making functions of the Advisory Board with regard to sustainability issues are embedded in various processes. In addition, the Advisory Board’s Risk and Audit Committee deals with relevant sustainability topics such as climate risks, and also monitors higher-level matters such as reputational risks in connection with potential greenwashing.

Members of the Advisory Board that remained active in the 2025 financial year advised Techem on selected strategic initiatives. This included the Strategic Initiative Sustainability, within the framework of which all of Techem’s sustainability projects and targets are regularly evaluated. Advisory Board Member Prof. Dr. Dr. Ann-Kristin Achleitner and Chair of the Advisory Board, Andreas Umbach, regularly met with the Techem Chief Executive Officer

(CEO), the Head of Sustainability, Communications & Public Affairs, the Head of TRIOS, the Head of Finance and, as circumstances warranted, the Head of Human Resources (HR), Legal & Claims and the management of the EES segment (contracting). Meetings of the Strategic Initiative Sustainability discussed key topics and questions of the moment, with the Advisory Board members involved in the most important sustainability-related decisions.

Composition of the Advisory Board

GRI 2-9

Member	Role	Time in position	Independence	Gender	Other commitments	Powers and responsibilities
Andreas Umbach	Advisory Board Chair	since 2018 ¹	yes	male	› President of the Board of Directors of Landis+Gyr Group AG² › President of the Board of Directors of SIS Group AG³	› Sustainability Officer on the Techem Advisory Board › Chair of the Nomination, Governance and Sustainability Committees of Landis+Gyr Group AG › Chair, Nomination and Governance Committee, SIG Group AG
Dr. Eric Strutz	Chair of the Risk & Audit Committee	since 2018	yes	male	› Member of the Board of Directors of Global Blue Holding AG⁴ › Member of the Board of directors of HSBC Bank plc., HSBC Continental Europe⁵	› Finance: Former Group CFO of Commerzbank, Chair at Techem and Global Blue, AC member at HSBC › Risk management: Chair at Techem and HSBC, responsible for various risks › Strategy: Former partner/managing director of BCG, member of the specified boards › HR: Former Labor Director at Commerzbank, committee member at Techem and HSBC › Restructurings: Member of the Board of Directors at HSBC, Techem, Global Blue › Social Responsibility: Deputy Chair of Tumorforschung Kopf/Hals e. V.

¹ The Advisory Board has been in place since 2018.
² Up to June 2025.
³ Up to April 2025.
⁴ Up to August 2025.
⁵ Up to March 2025.



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Member	Role	Time in position	Independence	Gender	Other commitments	Powers and responsibilities
Prof. Dr. Dr. Ann-Kristin Achleitner		since 2020	yes	female	Distinguished Affiliated Professor at the Technical University of Munich and ESMT Berlin Member of the governing bodies of Linde plc., Lazard Ltd. and Deutsche Post	Chair of the Human Capital Committee and member of the Sustainability Committee at Linde plc Member of the Audit Committee and the Nominating & Governance Committee of Lazard Ltd. Sustainability Officer on the Techem Advisory Board Member of the Finance and Audit Committee, Deutsche Post
Kim Nguyen		since 2023 ⁶	no	male	Partner at Partners Group Holding AG Member of the Board of Directors and Supervisory Board of Version 1, Emeria and Schleich	Member of the Strategy Committee at Version 1 Chair of the Remuneration Committee at Emeria and Version 1 Member of the Remuneration Committee at Schleich
Michael Barben		since 2018	yes	male	Member of the Board of Directors and Supervisory Board of Esentia Energy	Chair of the Investment Committee of Blueearth Capital Member of the Board of Directors of Carnot Capital
Lukas Bucher		since 2018 ⁶	no	male	Managing Director at Partners Group Holding AG Member of the Board at International Schools Partnership, Key Retirement Group and Afileon	M&A Operational improvements HR
Andreas Holzmüller	Chair of the Nomination, Compensation Committee	since 2018	no	male	Managing Director at Partners Group AG Member of the Advisory Board of Schleich GmbH Member of the Board of Directors at Breitling SA	–
Albrecht von Alvensleben		since 2019	no	male	Managing Director at CDPQ, head of private equity activities in Europe Member of the Board at Datamars SA Member of the Board at QIMA⁷	–

⁶ There was a change on the Advisory Board in July 2025. Since that date Kim Nguyen and Lukas Bucher have no longer been part of the board. Dr. David Daum and Olle Lundqvist joined the Advisory Board in their place.

⁷ Up to July 2025.



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Member	Role	Time in position	Independence	Gender	Other commitments	Powers and responsibilities
Iñaki Echave		since 2024	no	male	› Senior Managing Director Private Capital at OTPP › Member of the Advisory Board of 7IM, OGF and Logoplaste	–
Dr. David Daum		since 2025 ⁶	no	male	› Partner at Partners Group AG › Member of the Board of Directors at Green Flexibility Biogee and Techem	–
Olle Lundqvist		since 2025 ⁶	no	male	› Member of the Board of Directors of Exus Management Renewables, S.L.U. › Member of the Supervisory Board of Eteck Energie Bedrijven B.V., Voorburg, Netherlands	–

This table shows the composition of the Advisory Board of Luxembourg Investment Company 261 S.à r.l. (LIC 261). At the cut-off date, LIC 261 is the company under which the shareholders of Techem Group were organized. The Advisory Board of LIC 261 supports LIC 261’s management in its decision-making, and reviews business transactions by Techem companies that require approval.

Anchoring sustainability throughout the business

Techem has developed and implemented a comprehensive sustainability strategy, for which CEO Matthias Hartmann is responsible. He heads the Techem Sustainability Council and is therefore accountable for the company’s sustainability performance, which is reviewed three times a year in the Sustainability Council. Sustainability Management is responsible for coordinating and preparing these reviews. Members are selected based on their skills and thematic fit with their tasks.

This setup anchors sustainability within the organizational structure and ensures it is established as an interdisciplinary topic that cuts across all areas. The material impacts, risks and opportunities, as well as the strategic sustainability targets, are thereby disseminated and operationally implemented across the company. The CEO is supported by Katharina Bathe-Metzler, who further develops the sustainability strategy and leads its implementation as Head of Sustainability, Communications & Public Affairs. The Sustainability Management team steers Techem’s sustainability-related activities,

further develops them on a holistic basis, and actively involves internal and external stakeholders. The team reports directly to CEO Matthias Hartmann.

Sustainability Management at Techem additionally plays a central role in the creation and coordination of the annual Sustainability Report. The team is responsible for both the qualitative content of the report and the integration of business-wide KPIs that make sustainability activities transparent. This task is carried out with close reference to regulatory requirements, wherein standards such

as the GRI and the ESRS form the framework. The objective is not only to transparently document progress and success, but also to strengthen credibility by means of external verification, and consolidate sustainability as a strategic management element within the company. Sustainability Management additionally analyzes relevant regulatory developments and continually adjusts the report content to meet expanding requirements.



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At the same time, Sustainability Management is responsible for the double materiality analysis as well as the regular review of it, wherein the materiality analysis is used to identify material IROs and both processes contribute to the derivation of strategic sustainability targets. In addition, the department is responsible for defining and tracking sustainability targets. Collaboration with internal departments ensures that, in doing this, the report content and the achievement of sustainability targets are coordinated and precisely processed on an interdisciplinary basis. Alongside fulfilling regulatory requirements and the tracking of targets, the department is also responsible, in close engagement with the CEO, for communicating results and progress to internal and external stakeholders as well as actively involving them in the sustainability dialog.

The CFO department, headed by Dr.-Ing. Carsten Sürig, ensures that Techem optimally meets and conceptually refines the requirements of capital markets. The core team led by Jasmin Bolender, Head of Finance, additionally supports Sustainability Management by coordinating the external auditing of key figures and functioning as the central point of contact for investor matters, in particular with respect to accounting and reporting obligations.

Clear responsibilities for sustainability at Techem

Management body	Tasks and responsibilities in the 2025 financial year
Advisory Board	› As the highest supervisory body, it supports our Management in making decisions and reviews business transactions requiring approval › Two designated members (Prof. Dr. Dr. Ann-Kristin Achleitner and Andreas Umbach) drive forward the sustainability strategy and the decarbonization plan, monitor the implementation of them and incorporate climate-related issues into the decision-making process › In the context of the Strategic Initiative Sustainability, relevant department heads meet with the board members responsible for sustainability and discuss climate-related topics at least several times a year
Risk & Audit Committee (RAC)	› Composed of the Chair (Dr. Eric Strutz) and five other independent or non-independent Advisory Board members; meetings also involve the CFO, CEO, Head of Finance, Head of Internal Audit and Head of Planning and Risk Management, while the Group Data Protection Officer, Head of Information Security, Group Compliance Officer and Head of Legal Services regularly report › Supports the Advisory Board in monitoring annual financial statements, the financial situation and company-wide risks › Monitors compliance with sustainability requirements and takes into consideration analyses of climate-related risks › Reports extensively on the specified topics in Advisory Board meetings
Nomination & Compensation Committee (NCC)	› Consists of the Chair (Andreas Holzmüller) and five other independent or non-dependent Advisory Board members; the CEO, CFO, CSO and Head of Human Resources and Legal take part, while other departments (e.g. Managing Director Customer Onboarding Operations) report on an ad-hoc basis › Supports the Advisory Board in its responsibilities for personnel decisions at the highest management level. › Sets out the remuneration principles (e.g. target specifications for variable remuneration and assessment of target achievement). › In particular, advises the Advisory Board and Management on diversity and inclusion, successor planning, talent development, performance leadership, employee loyalty and other relevant topics
CEO	› Bears overall responsibility for the topics of sustainability and climate at Techem. › Supports the group’s sustainability-related objectives and regularly reviews the progress of the decarbonization strategy › Reports to the Advisory Board, RAC and NCC at regular intervals
CFO	› Manages quantitative KPIs as a control mechanism for valid and audit-proof data › Is responsible for group-wide enterprise risk management › Reports regularly to the Advisory Board, RAC and NCC.



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The CFO department furthermore takes a key role in the development of future-oriented strategies, in terms of systematically identifying and assessing sustainability-related risks and integrating them into business management. The ability to manage relevant key figures (during the year in progress) is therefore a crucial function that the Finance department ensures and verifies in corresponding reviews over the course of the year. As such this department also significantly contributes to strengthening Techem’s resilience to long-term challenges such as climate risks, energy crises, and regulatory requirements. To proactively meet the requirements of the markets and regulatory authorities, the Finance department is systematically advancing the targeted expansion of its expertise in the area of sustainability-related risks.

Looking ahead, the linking of financial reporting and sustainability reporting is expected to become more and more deeply integrated, with a view to meeting regulatory requirements as well as the growing expectations of capital markets. The objective is to guarantee transparent and consistent presentation of the company’s financial and sustainability-related performance. This is to be achieved through close collaboration between Sustainability

Management body

Enterprise Risk Management

Tasks and responsibilities in the 2025 financial year

- › Reports to the CFO on a regular basis, and to the RAC on an ad-hoc basis when needed
- › Tasked with consolidating and standardizing group-wide risks
- › Classifies climate risks as regulatory or external risks within the group-wide risk situation and presents them in the risk catalog

Sustainability Management

- › Reports to the CEO and also regularly to the designated members of the Advisory Board Prof. Dr. Dr. Ann-Kristin Achleitner and Andreas Umbach
- › Implementing and further developing the Techem sustainability strategy
- › Analyzing relevant reporting standards such as the GRI standards or ESRS
- › Implementing the double materiality analysis
- › Deriving, implementing and tracking sustainability targets
- › Continually collaborating with Sustainability Stewards and Sustainability Delegates to achieve the sustainability targets
- › Preparing the annual Techem Sustainability Report
- › Engaging in stakeholder dialog, partnerships and corporate citizenship projects
- › Collaborating and coordinating with owners on sustainability topics
- › Supporting the climate scenario analysis and holding responsibility for reporting on climate-related opportunities and risks
- › Raising employee awareness in relation to the sustainability agenda

Finance

- › Reports to the CFO
- › Analyzing relevant reporting standards such as the GRI standards or ESRS, and creating quantitative data templates
- › Drawing up audit-proof documentation on the collection and processing of quantitative KPIs in the Sustainability Report (in cooperation with the relevant departments) and carrying out quality assurance on the published KPIs
- › Considering investor/capital market requirements as well as regulatory requirements with regard to the content of our sustainability reporting
- › Ensuring that quantitative reporting and accounting requirements are met as well as the commissioning and coordination of the external audit of the Sustainability Report



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Management and the Finance department, underlining how strategically important both departments are to the company’s sustainable transformation.

There are also specific roles for TRIOS as well as the HR and Legal & Claims departments.

TRIOS, headed by Katharine Bathe-Metzler, Head of Sustainability, Communication & Public Affairs, is responsible for Techem’s research, analysis and implementation expertise with regard to consumption transparency, energy efficiency, greenhouse gas emissions and CO₂e reduction, and integrates these areas of expertise with Sustainability Management at Techem.

The HR, Legal & Claims department, led by Kira Kern, supports Sustainability Management with a focus on the social dimension of the sustainability agenda. The department reports directly to the CEO.

To ensure proper governance in the context of sustainability, responsibility for implementing targets is primarily held by the Compliance, Data Protection, Information Security, Procurement and Supply Chain Management departments.

Management body

TRIOS

Tasks and responsibilities in the 2025 financial year

- › Is part of Sustainability Management
- › Determining consumption figures and greenhouse gas emissions, including avoidance calculations
- › Drawing up and implementing the Techem decarbonization roadmap
- › Handling data management (collection, plausibility check, calculation) and checking the environmental dimension
- › Responsible for the Techem Atlas for energy, heat and water
- › Analyzing the requirements of the TCFD and its implementation in the organization
- › Implementing energy management (energy audit in accordance with Deutsches Institut für Normung (DIN) EN 16247/BAFA and certification in accordance with ISO 50001)
- › Conducting basic and applied research on energy efficiency and decarbonization Carrying out research projects with scientific partners

HR, Legal & Claims

- › Reports to the CEO
- › Planning and implementing the diversity and inclusion strategy
- › Determining the employee net promoter score (eNPS) and deriving appropriate measures
- › Collecting and evaluating KPIs related to the working environment (e.g. women in management positions, training times, termination rates) and developing targeted actions based on the results

Sustainability Council

- › Regular interaction among Sustainability Stewards, under the leadership of the CEO
- › Managing the implementation of sustainability-related targets and actions
- › Handling of other sustainability-related topics that are relevant for Techem

Strategic Initiative Sustainability

- › Regular coordination between Sustainability Officers on the Advisory Board and selected Sustainability Stewards
- › Discussion and decision-making on current focal topics and questions
- › Included in sustainability-related decisions



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In addition, all relevant departments have Sustainability Stewards who are responsible for the operational implementation of sustainability objectives. The Managing Directors of the national companies serve as Sustainability Delegates, handling the integration of sustainability considerations into Techem’s international business activities.

Techem deploys comprehensive sustainability management which is supported by boards and instruments. In the 2025 financial year, the Advisory Board was updated on major sustainability-related developments at every meeting. In addition to this, the Strategic Initiative Sustainability included targeted engagement on sustainability-related topics and decisions with Board members Prof. Dr. Dr. Ann-Kristin Achleitner and Andreas Umbach on a regular basis (see [page 21 ↗](#)).

Information and sustainability considerations dealt with by the company’s administrative, management and supervisory bodies

As the company’s highest governance body, the Techem Management Board is regularly informed about the implementation of sustainability-related obligations as well as results concerning the policies, actions, targets and metrics adopted (see [page 24 ↗](#)). This information is provided at least quarterly and is intended to provide the Management Board with an overall overview of targets as well as projects; in future, material IROs will be included. Our Head of Sustainability, Communication & Public Affairs as well as the Strategic Initiative Sustainability are responsible for this.



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Sustainability-oriented business management and risk management

By linking incentive schemes with sustainability targets and undertaking comprehensive risk management, we ensure that sustainability is strategically embedded and consistently implemented in all departments. Transparency and reliability form the basis of what we do here.

Integration of sustainability-related performance into incentive schemes

Techem’s national and international senior management as well as our level 2 managers receive a fixed and a variable salary component, with the latter based on overall and country-specific company targets as well as individual targets. Remuneration of level 3 and level 4 managers does not generally include variable salary components.⁶ The HR department in coordination with the Management Board has responsibility for amending the incentive scheme.

With the intention of encouraging values-oriented business management, we have decided to continue developing our remuneration policy with a focus on responsibility. With this in mind, the remuneration structure for top management will be specifically linked to the achievement of sustainability targets. For our senior management and level 2 managers, a social responsibility dimension has been added to the variable remuneration in the form of the “Women in management positions” key performance indicator. The defined target requires 35% of management positions to be held by women by the end of 2025 (see [page 84](#) ). Climate-related sustainability matters are also somewhat considered in the variable remuneration.

Risk management and internal controls on sustainability reporting

The risks in the context of sustainability reporting are regularly assessed and reviewed by means of internal controls. The main risks arise from incomplete, inconsistent or incorrect data inputs as well as possible human error.

To minimize these risks we rely on standardized terminology, ensuring that technical terms, formulas and key variables – such as emission factors – correspond with international standards such as the Greenhouse Gas Protocol (GHG Protocol).

The reported content is checked, verified and reviewed several times by the responsible departments.

Quantitative data are also subject to extensive external verification (see [page 123](#) ). Where errors become evident after publication, these will be corrected and clarified with an explanatory footnote.

⁶ Sales employees and managers are excluded from this.



Environment

Climate change brings immense challenges for the buildings sector. Techem offers intelligent solutions to address them. We use smart technologies and sustainable approaches to support our customers, optimize our own processes, and reduce the CO₂e emissions of buildings. At the same time we promote awareness of responsible energy use – among both owners and tenants.

- Climate change
- Resource use and circular economy

Climate change

Techem offers predominantly digital solutions for making properties more climate-efficient and contributing to a more sustainable building stock. Our portfolio encompasses precise metering technology for determining tenants’ resource consumption; the optimization of heating systems by means of smart technologies; and heat provision in the context of our contracting business.

Our intelligent measurement systems and smart-metering solutions create transparency regarding energy consumption; this is how we support owners and tenants in managing their energy consumption efficiently and better integrating the use of renewable energies.

Our material impacts with respect to climate change

Techem’s business activities have both positive and negative impacts on climate change, which are closely linked with Techem’s business model and strategy.

A key contribution arises in the enhancement of energy-related efficiency. Our products and services record and analyze

E1 Climate change

	IRO	Value chain	Time horizon
Climate change mitigation			
Increasing energetic efficiency and achieving decarbonization by means of products and services from the submetering business, creating transparency with regard to consumption and costs as well as building and system status, and in this way serving as the basis for investment decisions in low-CO ₂ e buildings as well as supporting informed tenant behavior	Impact (actual, positive)		● ● ○
Emissions savings through charging stations operated (with green electricity) and support for infrastructure expansion to create more sustainable mobility in Europe	Impact (actual, positive)		● ● ○
Greenhouse gas emissions from the upstream value chain for renewable energies and greenhouse gas emissions from the use of fossil fuels along the value chain	Impact (actual, negative)	<  >	● ● ●
New business fields through data-based solutions for increasing the efficiency of buildings	Opportunity		○ ● ○

● ○ ○ Short-term ○ ● ○ Medium-term ○ ○ ● Long-term

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consumption and cost data as well as the condition of buildings and systems. This information functions as a basis for customers to make decisions about investing in low-CO₂e buildings, and for behavioral change among tenants. In the submetering area, the measurement and analysis devices used can contribute to raising consumer awareness of their energy consumption and reducing that consumption accordingly. Our contracting business also enables efficiency gains for heating systems. Solutions such as the “Digital Boiler Room” – a technology platform for energy-related monitoring of heating systems – create transparency about consumption and in doing so support compliance with emissions targets. The contracting business is bolstered by complementary energy consulting. This means owners and managers of building stock benefit from technical, structural and procedural optimization measures that are geared toward CO₂e-optimized and efficient building operation. By operating charging stations we are actively contributing to expanding a sustainable infrastructure for electromobility in Europe. What’s more, we ensure that our charging stations are operated exclusively with green energy, which achieves significant emissions savings compared with conventional electricity.

At the same time, on the contracting business side, which undertakes the planning, financing, operation and maintenance of buildings’ power supply as well as the provision of heat, we cause greenhouse gas emissions that have a negative impact on the environment. These most notably arise from the extraction or production and subsequent burning of fossil fuels. The EES segment (contracting) operates contracting systems that are operated both with fossil fuels and by low-emissions energy sources, depending on the customer’s choice. Emissions generation is dependent on the choice of energy carrier, and much lower for alternative energy sources such as biogas.

The effects described – both positive and negative – are an integral component of our business activities and highlight how closely our business model is linked with actively taking part in shaping the energy transition.

Our material opportunities with respect to climate change

Through our business activities there is a medium-term opportunity to make use of data-based solutions to open up new business fields for increasing the efficiency of buildings. This would always and only take place in compliance with data protection regulations. The realization of this opportunity is dependent on regulatory decisions and country-specific regulations.

Climate scenario analysis

In view of the social and environmental changes brought about by climate change, in the 2023 financial year Techem investigated two different future scenarios and what they would mean for our business model. Our reporting on this follows the TCFD standard. A 2-degree and worst-case scenario were considered. The 2-degree scenario corresponds to the EU’s and the German government’s commitments to achieve climate neutrality, by 2050 and 2045 respectively. The scenario is based on the Energy Technology Perspectives (ETP) 2-degree scenario of the International Energy Agency (IEA). The worst-case scenario is based on the Shared Socio-

economic Pathways 5-8.5 (SSP5-8.5), the global climate development pathways coordinated by the Intergovernmental Panel on Climate Change (IPCC). This scenario reflects a global development with strong and sustained economic growth based on fossil fuels.

Strategy

Techem’s business activities and business strategy are influenced by both physical and transition climate-related risks and opportunities. Physical risks arise from direct climate consequences such as temperature increase and heavy rainfall, while transition risks come from the transition to a decarbonized economy, for example due to changed demand or cost structures.

Transition risks and opportunities are far more relevant for Techem than possible physical effects. To assess the physical impacts of global warming for Techem, particularly in relation to office locations and heating systems in our contracting business, we researched the sites and assets for information on temperature increases, the number of very hot days and heating degree days as well as heavy rainfall events. The results under the 2-degree scenario show that Techem is unlikely to experience any significant physical disruption



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to its daily business operations. Although heating systems could be regionally affected by heavy rainfall, the risk remains low. However, it constitutes a high physical risk to the supply chain that will require greater attention in future.

One example of the physical impacts we examined is the average rise in temperature, which varies in intensity across Techem’s locations. Opportunities and risks from both climate scenarios that are classified as material (“high”) are set out below.

Material opportunities and risks for Techem under the 2-degree scenario and effects on the business model

Opportunities	Classification		Initial situation and effects
Business growth through the provision of innovative and low-emissions heating technologies (especially heat pumps)	Time horizon ○●○	Business field EES segment (contracting)	Sales of heat pumps are projected to rise significantly – irrespective of electricity prices – and a corresponding market ramp-up is expected. Forecasts suggest that the share of heat pumps in heated living spaces will increase to almost 60% by 2045. As a result, gas and heating oil for residential heating systems will fall out of use. The market situation is expected to improve further in this scenario, creating opportunities for Techem to help existing and new customers switch to heat pumps.
	Category Products and services	Materiality High	
Additional earnings from combining submetering and smart metering for electricity	Time horizon ○●○	Field of business ESG/ESI segment (submetering)	New regulations to promote the energy transition in the building sector along with indirectly related laws – such as the Digitalization Act on Energy Transformation (GDEW) or the Act on Metering Point Operation and Data Communication in Smart Energy Networks – could have a positive impact on Techem’s submetering and smart metering business. However, these regulatory changes mainly focus on matters of competition law, meaning that this opportunity is likely to develop independently of the scenario under examination.
	Category Products and services	Materiality High	
Demand- and customer-oriented services based on digital metering to ensure new regulatory requirements	Time horizon ○●○	Field of business ESG/ESI segment (submetering)	The target of an average refurbishment rate of 1.75% to achieve climate neutrality by 2045 requires increased measures for the digitalization of metering systems and their use to optimize the energy efficiency of buildings. This has a positive effect on relevant product developments. Techem can make a valuable contribution here in the years ahead by offering data analyses and benchmarks for complex energy systems in buildings and districts at an early stage.
	Category Products and services	Materiality High	



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Opportunities	Classification		Initial situation and effects
Development of new markets through favorable legal framework conditions in the area of electric mobility	Time horizon ●○○○	Field of business ESG/ESI segment (submetering)	The IEA’s 2-degree scenario anticipates that the number of electric vehicles will increase more than sixfold by 2050 – with a simultaneous increase in the share of electric vehicles in the overall fleet. A scenario in which Germany meets the 2-degree target by achieving climate neutrality is based on the assumption that electric mobility will be specifically promoted and the charging infrastructure expanded. For sexample, 16 million electric cars are to be brought onto the German market by 2030. Larger residential areas offer particular potential in this context, which Techem can sincreasingly leverage for itself in this scenario.
	Category Products and services	Materiality High	
Rising demand for products and services that reduce the (personal) environmental footprint	Time horizon ●○○○	Field of business ESG/ESI segment (submetering)	Climate scenarios for meeting the 2-degree target indicate that indoor temperatures in residential buildings will generally be kept closer to outdoor temperatures, thereby saving energy and consequently greenhouse gas emissions. Recent surveys of the German population have also shown that nine out of ten Germans are deliberately saving heating energy and that 79% would prefer to use digital meters that show how much energy their heating system is using in real time. Beyond the legal requirements (in particular the Heating Cost Regulation, “HKVO”), this scenario highlights that there is already an opportunity in the short term to offer services that increase consumer transparency – and thereby promote efficient heating behavior.
	Category Products and services	Materiality High	
Risks	Classification		Initial situation and effects
Impairment of fields of business related to heat supply from fossil fuels and more efficient energy supply	Time horizon ○○●○	Field of business EES segment (Contracting)	In accordance with the German Buildings Energy Act (Gebäudeenergiegesetz, “GEG”), heating systems newly installed from 2024 generally need to be operated with up to 65% renewable energy. Fossil fuel may be used for heating until December 31, 2044 at the latest. Considering the term of our contracts, we are likely to lose our current income from gas and oil boilers in the medium term, and technological changes will require us to adapt our business model.
	Category Technology	Materiality High	



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Material opportunities and risks for Techem under the worst-case scenario and impacts on the business model

Opportunities	Classification		Initial situation and effects
New fields of business in the area of metering and billing due to increasing demand for cooling on hot days	Time horizon ○○●	Field of business ESG/ESI segment (submetering)	In Germany, 58% of all Techem locations are situated in zones where the annual average temperature rise is above 2 degrees. Of the Techem locations supplied, some 22% are above the global average for the expected increase in hot days and over 70% are exactly at the average. By 2050, the number of cooling degree days could rise to 200-300 for large parts of Germany and reach as high as 300-500 in the Upper Rhine Plain. This rise will lead to an increased need to use thermal meters for both heating and cooling requirements, resulting in additional potential for Techem’s meter reading business.
	Category Products and services	Materiality High	
Additional earnings due to increasing demand for cooling and the possibility of combined heat and cooling provision	Time horizon ○●○	Business field EES segment (contracting)	The average demand for cooling is expected to increase significantly, with both active and passive cooling measures becoming relevant in the future. Demand for cooling energy in residential buildings in Germany is projected to rise by more than 50% by 2035 and by more than 90% by 2085. By 2050, air conditioning in buildings is estimated to account for 3-6% of private households’ electricity consumption. The predicted additional demand for cooling could open up considerable business potential for Techem – particularly through the combined provision of heating and cooling.
	Category Products and services	Materiality High	
Risks	Classification		Initial situation and effects
Temporary unwillingness on the part of customers to invest in low-emissions, capital-intensive solutions (particularly heat pumps)	Time horizon ○●○	Field of business EES segment (Contracting)	The SSP5-8.5 scenario is based on the assumption that there will be a clear focus on energy efficiency and cost-effectiveness in the buildings sector and little climate policy promotion of low-CO ₂ e heating technologies. As a result, the trend toward greater energy efficiency in the fossil fuel sector could have a negative impact on people’s willingness to invest in lower-emissions technologies, unless further legal requirements for climate-friendly technologies are introduced. Under this scenario, the hesitancy to invest that can already be observed among customers today could therefore be solidified for the medium term, particularly in the case of CAPEX-intensive technologies that are only at the beginning of their market development.
	Category Market	Materiality High	



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Risks	Classification		Initial situation and effects
Disruptions in the supply chain due to physical risks such as heat events, droughts, floods and storms	Time horizon ○○●	Field of business ESG/ESI segment (submetering)	The product groups with the highest potential risk for the ESG/ESI segment are household heating/energy control devices. The majority of these are sourced from suppliers in lower-risk regions in Central Europe. Eastern European supplier countries are the exception here. These countries are expected to see an average rise in temperature which is critical even in the medium term, with a high risk of heatwaves and droughts. This is problematic for goods that have long upstream chains (e.g. electronics, critical raw materials) originating in regions with a high incidence of physical risks (e.g. China, Indonesia, Romania) or which are dependent on endangered resources (e.g. iron goods – water scarcity). Even transport routes within Germany are affected by the increase in extreme precipitation events, drought and reduced waterway transportation.
	Category Market	Materiality High	

The scenario analyses clearly show that Techem is far more affected by the transition-related opportunities and risks of climate change than the physical ones – at least in the short and medium term, based on the 2-degree scenarios. However, our business model means that this is greatly outweighed by the transition potential, which we are already tapping into by means of various solutions in the context of our corporate strategy.

Essentially, we want to increase the climate-friendly impact of our products and services so that we can contribute to a climate neutral building industry in the future. To this end we are stepping up our activities in five strategic fields of action:

- › Low-CO₂e energy contracting:
We are working on achieving CO₂e reductions in buildings by means of heat pump solutions and “green-ready” solutions (see [page 55](#) ✓).
- › Sector coupling:
By adding e-mobility infrastructure as a new offering for our customers, we are linking electricity and heat consumption with the mobility sector (see [page 38](#) ✓).
- › Digital infrastructure:
We are laying the foundations for efficient energy management with our wireless sensors, smart readers and smart metering (see [page 7](#) ✓ and [page 9](#) ✓).

- › AI-assisted energy efficiency:
With the help of AI-assisted systems such as our "Digital Boiler Room", we are optimizing the energy efficiency of buildings and creating new concepts for building modernization.
- › Cooling systems:
The use of cooling meters and the supply of cooling as part of our contracting services allow for efficient provision in line with the growing demand for cooling (see [page 7](#) ✓).

Risk management

Techem assesses all risks – including climate-related risks – using a standardized

assessment framework.⁷ Climate risks are included either as regulatory or external risks. Their relative importance is based on the likelihood of occurrence, the possibility of risk reduction, potential impacts, and risk tolerance. In the 2023 financial year, we identified climate-related risks and opportunities and determined their materiality, taking into account our two segments and the approach recommended by the TCFD. We did this on the basis of a risk register with a total of 26 climate-related opportunities and risks. We plan to update our climate scenario analysis and additionally analyze the transition opportunities and risks in a 1.5-degree scenario.

⁷ To be able to better quantify financial risks from the sustainability area in future, the Finance department is planning to provide training in sustainability-related risk assessment in the 2026 financial year.



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Metrics and targets

On the basis of our strategy to achieve climate neutrality and reduce greenhouse gas emissions on the path to a 2-degree scenario, we mitigate cost risks in the supply chain. Doing this simultaneously gives us a greater chance of further consolidating our success in strategic fields of action.

Within the framework of our decarbonization plan, we intend to reduce our CO₂e emissions in Scopes 1 and 2 by at least 42% and in Scope 3 by 28% by 2030 compared to the 2020 financial year. We plan to reduce all Scope emissions by at least 90% and achieve climate neutrality by 2045.

This will be achieved through the counterbalancing of any remaining emissions by means of carbon offsetting or carbon capture technologies.

The regular review of reduction targets and progress made in the strategic fields of action serve as the main key indicators for implementation of these targets.

Strategic approach

To appropriately handle effects, opportunities and risks in the area of climate change, we are advancing climate change mitigation both in our services and in our own company.

Climate change mitigation through our services

In the residential property stock, around 80% of energy consumption is attributable to the creation of hot water and thermal heat.⁸ Within this, the building envelope, heating systems and usage behavior determine the amount of energy consumption and therefore also the level of CO₂e emissions. There is considerable potential along the entire heating chain for cutting the type and quantity of energy used as well as the CO₂e emissions generated as a result.

From a technological perspective, low-CO₂e buildings can be achieved with two types of measures that do not involve interventions needing to be implemented on the building envelope:

- › Reducing the final energy consumption of existing buildings: Precise recording of consumption and potential savings for both owners and tenants, as well as optimization of consumption by means of digital control devices in heat generation and heat distribution can effectively reduce energy consumption and CO₂e emissions for heating and hot water.

- › Covering the remaining consumption in a low-CO₂e manner: Techem offers low-CO₂e supply of buildings in heat contracting and can therefore contribute to significantly reducing emissions from properties’ heat consumption.

Continual monitoring for greater transparency

Our Techem smart metering offers a complete digital solution that enables ongoing monitoring of consumption and device data. In contrast to the previous approach of a cut-off-date-related review of infrastructure in combination with annual consumption measurement, remote read-out enables continual data monitoring so that defects or low battery capacities can be identified and remedied at an early stage. Consumption monitoring during the year also runs on an entirely digital basis and therefore supports transparent operational management. The fixed-network rate describes the proportion of installed devices that can be automatically read via a fixed radio network – without on-site readout. Currently, this is at 64.3% (2024: 63.2).

Objective	By the end of
Establishing wireless capability of 85% of the devices in the billing properties	2025
Equipping 90% of boiler rooms with the "Digital Boiler Room" smart monitoring system (formerly Techem Smart Monitor (TSM)) to automatically monitor the energy efficiency of the systems	2026
Achieving remote readability of 100% of the contracting systems	2026
Implementing 10 pilot projects for communal building supply	2027
Guaranteeing supply with green electricity to more than 5,000 charging points under Techem service (for private charging infrastructure)	2027

⁸ [German Energy Agency \(publisher\) \(dena, 2025\): DENA-GEBÄUDEREPORT 2025 \[2025 DENA Building Report\] Figures, data and facts on climate change mitigation in the building stock.](#)



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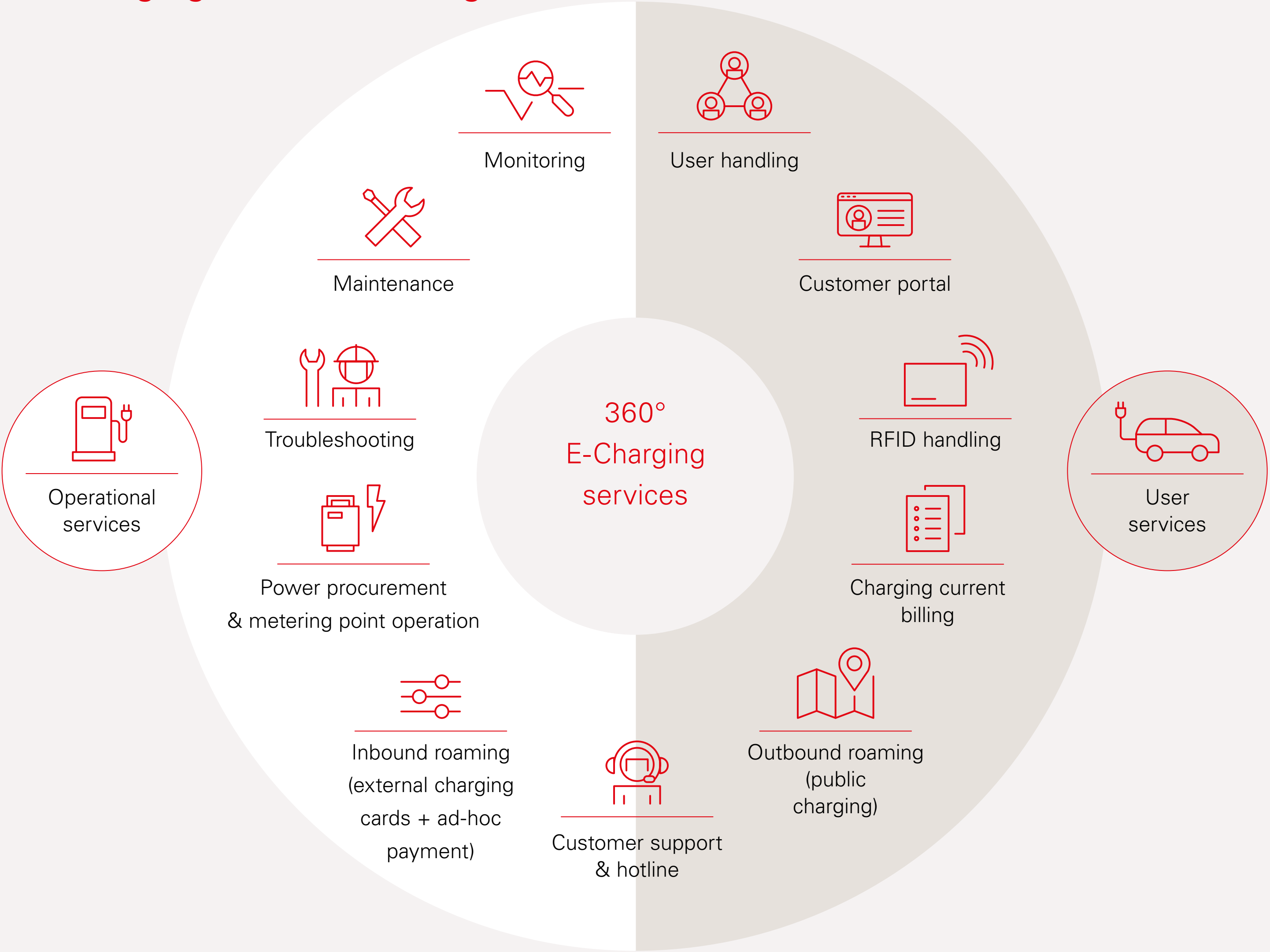
Thanks to digital data capture and transfer, consumption monitoring takes place centrally via online portals. Operational faults can therefore be detected early and even remedied remotely – ideally before there are any customer complaints. As a supplement to this, we rely on solutions for optimizing heating systems as well as innovative contracting models for decarbonized heat supply (see [page 47](#) ✓).

Solutions to support climate-friendly mobility

With the renewable energies accounting for a growing share in the grid, the potential to use the generated energy on a cross-sector basis is increasing – for electromobility for example. Techem is actively contributing to the energy transition through the expansion of suitable charging infrastructure. At Techem, the E-mobility department is responsible for planning, setup, technical operation and power supply of private and semi-public charging infrastructure, as well as for digital billing and user services.

Our aim is to reduce the CO₂e footprint at the interface between buildings and transportation by providing green electricity, and with the aid of intelligent energy management. With our innovative technologies, we make green power available for the transport sector and offer complete

E-Charging service offering





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solutions – from concept creation, through standards-compliant installation, to operation and billing – for retrofitting properties for E-Charging.

In our major E-Charging project, we have successfully equipped over 280 properties for the Institute for Federal Real Estate, including the Federal Ministry of Finance and the Federal Ministry for Economic Affairs and Energy. Up until the end of 2031, we will be responsible for full-service operation and the provision of green electricity, thereby facilitating the switch to climate-friendly mobility. The rollout was completed this year.

Additionally, in the context of a Europe-wide tendering process, Techem impressed with its integrated expansion concept and was awarded the contract for the charging infrastructure campaign by the North-Rhine Westphalia Construction and Property Company (BLB NRW). The goal of the initiative is to achieve up to 2,000 additional charging points for electric vehicles within two years, for use by the state’s company vehicles as well as employees and citizens.

The contract, which has a term of ten years, comprises the setup and full-service operation of charging points as well as the provision of green electricity. Together with

BLB NRW, Techem is therefore forming the foundation for a reliable and future-proof charging infrastructure and making an important contribution to the transport transition and North-Rhine Westphalia’s climate targets.

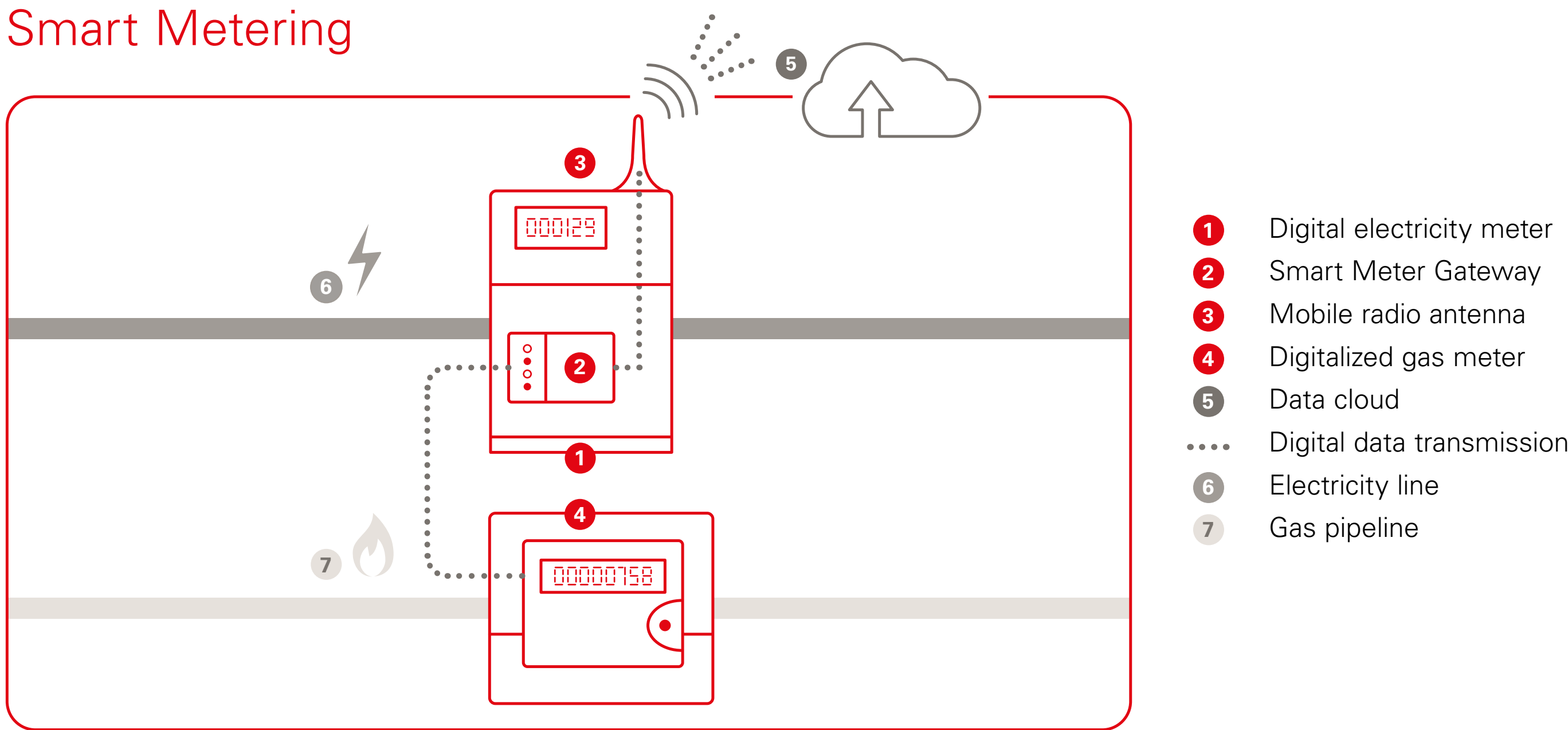
With further upscaling in mind, we are digitalizing and automating the entire process chain. Our E-Charging solution means we are making an active contribution to reducing CO₂e emissions in the transport sector and promoting the transition toward climate-friendly mobility.

Digitalizing of electricity and gas meters through smart metering

Smart meters are a fundamental digital infrastructure requirement for a largely low-emissions energy system, as they must adapt consumption to fluctuating generation from renewable energies. Intelligent measurement systems also make it possible to implement dynamic electricity tariffs, which use savings to create incentives for flexible consumption behavior.

For our main target group – property owners and managers – we are focusing on the digitalization of general electricity meters as well as gas central heating meters. This means that our customers receive data on electricity and gas consumption on a daily basis; these data can be viewed in the energy monitoring portal and support fulfillment of reporting obligations such as monthly statements or sustainability reports.

Smart Metering





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The digital metering infrastructure is a key requirement for new business models, such as those provided for in Solar Package I to promote photovoltaics. This includes communal building supply which also integrates tenants’ electricity meters. By combining smart metering and submetering, we are transforming ourselves into a cross-sector metering point operator and creating the transparency necessary to enable well-founded investment decisions as we move toward a CO₂e-neutral building stock. To advance this further, we are planning to implement ten pilot projects for communal building supply by the end of 2027 (see [page 43 ↗](#)).

With its majority shareholding in the competitive metering point operator inexogy, Techem is realigning itself in the smart metering sector (see [page 6 ↗](#)). The smart metering business segment is being significantly strengthened and built out. Today, inexogy is already one of the largest competitive metering point operators in Germany.

Climate change mitigation in the company

Our own activities along the entire value chain also have an impact on the environment. As a company in the energy services sector, we meet the necessary legal requirements and even exceed them in some areas. We systematically record our energy consumption and emissions in our own business area as well as in the value chain (see [page 49 ↗](#)) and on this basis derive actions such as procuring green electricity and using a certified energy management system (see [page 43 ↗](#)).

To ensure that protection of the climate and environment is advanced in a consistently way across the group, and to utilize synergies for the development of innovative market solutions, TRIOS determines the group-wide CO₂e footprint (see [page 55 ↗](#)), creates and tracks the decarbonization plan (see [page 45 ↗](#)), and contributes to publications and research to improve energy efficiency and decarbonization of the building stock.

The Device Development department makes a significant contribution to ecologically responsible product design. In this

process it ensures that environmental considerations are taken into account even during the early phase of device development, for example in the selection of durable and recyclable materials as well as optimization for energy-efficient operation and resource-friendly production. Building on this, the Supply Chain Management department ensures that after use, devices and components are reused where possible, or properly recovered or recycled – this represents an important contribution to the circular economy (see [page 58 ↗](#)).

Energy efficiency at our sites

Techem Group does not own any properties, but exclusively uses rented sites. As such we have no direct influence on the energy-related condition of the building envelope or the technical equipment of the rental property. The only exception is our headquarters in Eschborn, where we worked with the owner of the building to have it certified to the German Sustainable Building Council (Deutsche Gesellschaft für Nachhaltiges Bauen, DGNB) Gold Standard. We are now aiming to achieve Platinum certification in the 2026 financial year; all the actions required for this have already been implemented (see [page 43 ↗](#)).

As well as our head office in Eschborn, we have also prioritized energy-saving measures at our other German sites. To this end most of them have been retrofitted with energy efficient LED technology. Measures for automatic or improved heating management have additionally been implemented at some international sites. Moreover, we are mindful about the use of energy-saving and long-life devices for office and kitchen equipment across our sites.

Research and collaboration

To make properties lower-emissions, more intelligent and healthier, we work together with research institutes, companies and other stakeholders on new solutions, raise employee awareness of consumption and are in dialog with relevant stakeholder groups. On this matter we also take responsibility beyond our business activities.

Our focus is on digital solutions that guarantee security of supply, increase buildings’ energy efficiency and reduce CO₂e emissions as well as operating costs. In addition, we continually optimize our measurement technology to increase the service life



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and precision of devices. In collaboration with various stakeholders, we are developing multisensor devices and innovative smoke alarms. Techem holds 85 national patents and 22 ongoing patent applications in 54 patent families. The intellectual property rights are predominantly filed with the German and European Patent Office, and underline Techem’s commitment to continually further developing technological solutions for efficient energy use. At the same time, we are working closely with recognized research institutions and getting involved with standardization committees to create forward-looking standards.

Below are some examples and results in respect of our research collaborations:

- › The platform controller project for hybrid heating systems has been successfully completed. This project saw close collaboration between TRIOS and the Technical University of Dresden on the development of data-driven procedures for optimizing management in hybrid heating systems (boilers and heat pumps). It was shown that these can significantly reduce the use of fossil fuels and therefore the CO₂e emissions of heating system technology.
- › In the “Standardization of Smart Readiness Indicator (SRI)” project, TRIOS supported the Karlsruhe Institute of Technology in adapting and validating the SRI’s procedures and methods for Germany in order to enable evaluation of the energy-related intelligence capability and technological maturity by means of an SRI score.

- › TRIOS and Esslingen University of Applied Sciences have developed a data-driven process to determine whether heating systems in existing apartment buildings are suitable for heat pumps, without the need for an on-site inspection. According to the results, around 90% of heating systems in German apartment buildings are suitable for a heat pump.
- › In addition, in close collaboration with the National Metrology Institute (Physikalisch-Technische Bundesanstalt, PTB) and our testing center for heat cost distributor (HLK Stuttgart), processes are being developed for consumption display optimization.

The national companies are also engaging in collaboration with external expert groups for further technological development in the buildings sector. In addition, seven national companies are also collaborating with start-ups to develop new sustainable and smart solutions for the buildings sector.

Climate change mitigation in the supply chain

Responsibility for environmental and social standards does not end at the boundaries of our own business area, but also encompasses our supply chain – which is represented in its entirety in the value chain on [page 11 ↙](#). To strengthen our resilience, we continually assess and monitor our supply chains and derive targeted actions to avoid potential disruption at an early stage. Our target is to conserve resources, avoid or reduce negative environmental impacts, and mitigate risks with a view to ensuring our long-term business success.

When entering into a contract, our suppliers and service providers commit to comply with the BME Supplier Code of Conduct (or a comparable separate code of conduct) and, since 2024, to recognize our Declaration of Principles on the Observation of Human Rights and the Environment. In the 2024 financial year we also expanded our supplier quality audits by adding assessment of sustainability matters. In addition, in the 2025 financial year, three sustainability audits specifically targeted toward compliance with environmental and social standards were performed for the first time (see [page 112 ↙](#)).



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Policies and concepts

Energy Policy in the context of certified energy management
Scope of application
Techem Solutions (EES segment)
Availability
External (Techem website ↗)

Our Energy Policy sets standards for the responsible use of energy and is based on the following principles:

- › Conserving resources and making a significant contribution to reducing emissions
- › Improving energy efficiency and cost effectiveness in all systems operated by Techem and all properties used by Techem;
- › Increasing supply security and system availability.

To safeguard energy management and improve it on an ongoing basis, we have been operating a certified management system in accordance with ISO 50001 for the energy-intensive EES segment (contracting) since 2010. Within this framework we have committed to various actions, including to provide information on consumption, energy efficiency and emissions, to invest in energy-efficient products and services and to improve the energy-related performance of all systems on an ongoing basis.

We perform energy audits in accordance with DIN EN 16247-1 at all German sites for the ESG segment (submetering) and at the DMG companies. At those of our companies based in countries of the European Union (EU), the respectively applicable national provisions are implemented.

Environmental Policy
Scope of application
Techem Group
Availability
External (Techem website ↗)

Our environmental policy regulates compliance with all binding obligations and relevant legal specifications concerning environmental protection and climate change mitigation. The aspects described in the policy are targeted at both consistent measurement and reduction of greenhouse gas emissions along the entire value chain (Scopes 1-3), with the target of achieving net zero by 2045, and increasing energy efficiency. The relevant elements here include that resource-friendly behavior is promoted, innovative solutions for building sector decarbonization are developed, and the increased use of renewable energies is driven forward. Through continual measurement and transparent reporting on energy-related performance, the subjects of climate change mitigation and energy efficiency are closely interwoven.

Travel Policy
Scope of application
Techem Germany (with the exception of DMG Group)
Availability
Internal (intranet)

The Travel Policy defines key terms, describes hazards, and also covers the planning and execution of business travel. It regulates compliance with budget limits and the implementation of sustainability criteria, and in this way incorporates the subjects of climate change mitigation and energy efficiency. Monitoring is effected by means of reports from the travel agency and/or the service provider. This ensures that sustainability targets are operationalized and violations are detected. The policy was last adapted in 2025, to further reduce plane travel.



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 Actions

Updating our Travel Policy

The update to our Travel Policy that was published in March 2025 pursues the goal of making business travel more sustainable. This Travel Policy sets out that for journeys where the train journey time is less than five hours, a train must be chosen rather than a plane. There were no changes for trips by car. In principle, it remains the case that business travel should additionally be minimized through the use of digital formats, and that CO₂e emissions should be reduced through the creation of car-pool arrangements. In addition, the policy defines specifications for rental car classes and makes reference to the fact that combining business and personal travel should be avoided. When we do use air travel, the CO₂e emissions are offset.

Shared building supply provides multiple benefits

The instrument of shared building supply, introduced with Solar Package I, enables the simple and unbureaucratic distribution to residents of solar kilowatt hours generated by roof-mounted photovoltaic systems. All electricity generated is simply allocated on the basis of the generation and consumption data provided by the digital electricity meters. Billing for heating and ancillary costs is then augmented with billing for solar power. Everyone involved wins in this scenario: For building owners, distributing solar power to residents is more financially beneficial than exporting the electricity to the grid. And residents save money because the solar power from the roof is cheaper than buying grid electricity. Our many years of billing experience coupled with our digital smart metering technology make the ESG/ESI segment (submetering) the ideal partner

for implementing shared building supply. By the end of 2027 we aim to have implemented ten pilot projects for shared building supply. This action was initiated in the 2024 financial year, and we are currently starting the first pilot projects. As well as the advantages for customers and residents, the pilot projects mean that Techem has the opportunity to expand its own offering to other business activities that are directly involved with the sustainability strategy.

Preparation for DGNB Platinum certification

Techem has used its head office in Eschborn to demonstrate how sustainability in building stock can be achieved. Together with the owners we have made the over-20-year-old property state of the art and used our own products and solutions to do so. After receiving the

Gold certification from DGNB, in the 2025 financial year we actioned the requirements to receive the DGNB Platinum certificate. The formal certification process, which was originally set for completion by the end of 2025, is expected to be slightly delayed and is now scheduled for 2026.

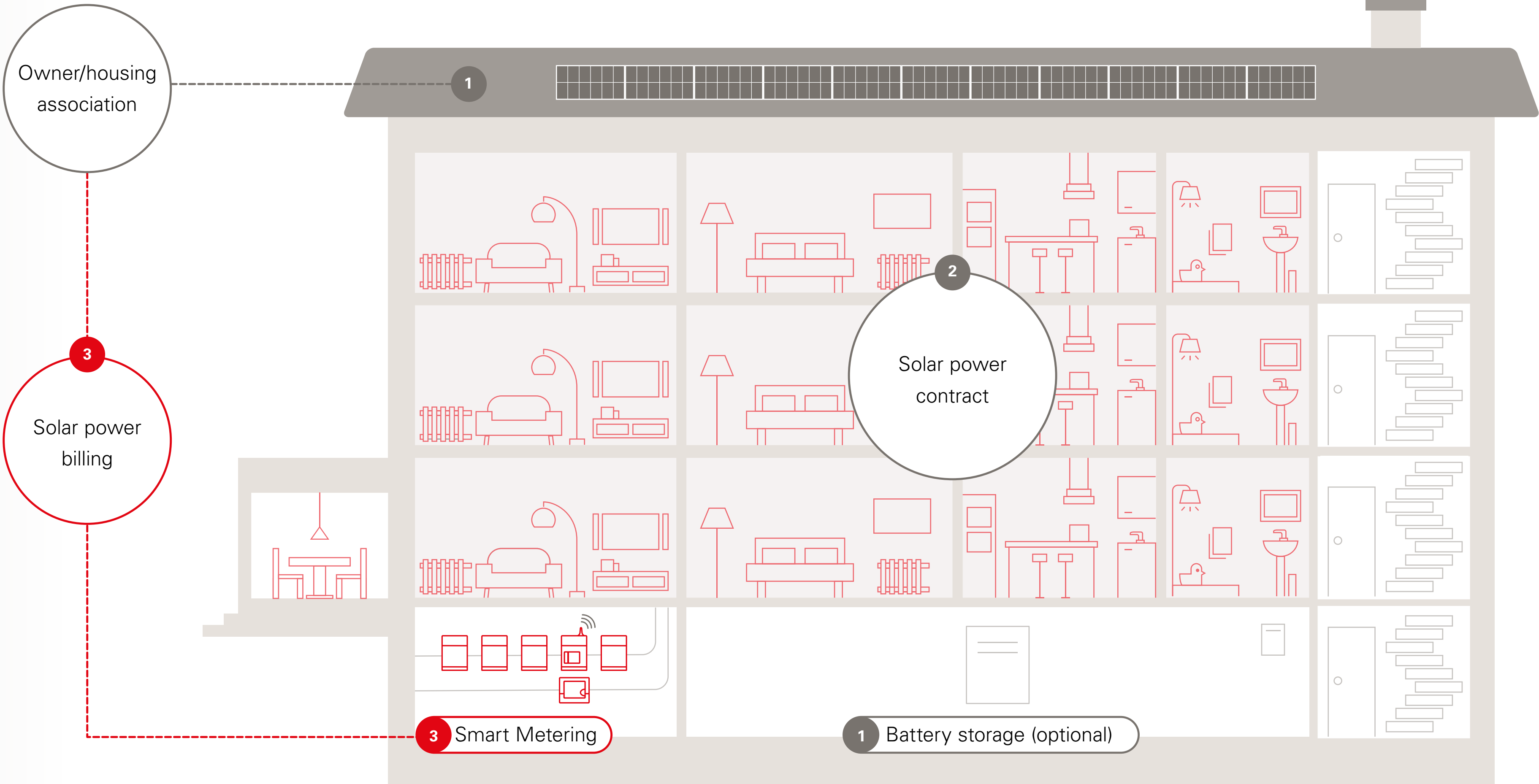
To meet this standard we have expanded, modernized and cost-effectively decarbonized our existing contracting solution at our headquarters. Heat and cooling will be supplied by a heat pump system with a condensing boiler for peak loads, and the flat roof has been equipped with a PV system to generate green electricity.

In addition, we have worked with the Global Nature Fund and a landscape architect specializing in biodiversity to redesign the outdoor area (see 2023 Sustainability Report).



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Three steps to billing of solar power



- 1 Investment in PV systems
 - 2 Solar power billing for all participating tenants
 - 3 Solar power billing by means of digital electricity meters supplements heating and ancillary cost billing
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Key areas of our decarbonization plan

EES segment (contracting)

- › Low-emissions growth: The EES segment (contracting) is driving forward the fitting out of properties with low-emissions solutions for the supply of heat and cooling. To this end we always offer our customers one solution with 100% renewable energies. For customers for whom this option is not immediately available, we exclusively enter into contract models under which the decarbonization of the heat supply is implemented gradually over the contract term, aligned with legal requirements (“green-ready solutions”). This approach uses options for the use of gas boilers which were envisaged in the German Buildings Energy Act (Gebäudeenergiegesetz, GEG), whereby gradual decarbonization is achieved by switching the fuel from fossil natural gas to sustainable biomethane.
- › Switching existing systems to low-CO₂e heating systems: We also always offer 100% renewable heat supply solutions when contracts are renewed. In the case of ongoing contractual relationships, we provide all customers with the option of

switching their heat supply to low-CO₂e solutions, for which we predominantly rely on heat pumps. Because of changes to legal framework conditions, we only expect to see a significant reduction in emissions from 2028 or 2030. Although the switch to renewable heating systems is being delayed, we are maintaining the target of 90% lower emissions by 2045 in comparison with the 2020 base year, and as such are planning towards climate neutrality for Techem Group.

- › Conversion to green electricity for our customers: Since January 1, 2023, the operation of all contracting systems and the operation of charging stations for electric mobility that are supplied by us have been converted to 100% green electricity.
- › Optimized system operation: The EES segment (contracting) has mostly switched its systems for the generation of useful energy to “eco mode” and optimized their operating times to suit demand. Our system portfolios have also been equipped with digital, radio-enabled measurement systems so that the proportion of remote-readable contracting systems for final-energy, heat and electricity consumption is already at 13.8%.

ESG/ESI segment (submetering)

- › Circular design for Techem devices: We can only achieve our long-term reduction target if we fully transition to largely circular production for all Techem devices. The chapter on circular economy (see [page 58 ↗](#)) explains actions for the transformation of our product portfolio. To quantify progress with respect to target “Circular Design for Techem Products” of the decarbonization plan, an initial analysis of actions for transforming the Techem product portfolio with respect to emissions reduction potentials was started in 2025. This concerns the entire value chain including in relation to Techem’s own business activities, in particular the ESG/ESI segment (submetering). The objective of the analysis, which is being carried out gradually across the Techem device portfolio, is to gain insights into which measures in the circular economy action plan lead to which CO₂e emission reductions. This is intended to create prioritization options and strategic planning certainty.

- › Emissions-free mobility, green electricity for own use, and emissions-free heat in Techem buildings⁹: Techem implemented various actions to improve climate performance in the 2025 financial year. This includes progress in the electrification of the vehicle fleet as well as initiatives concerning the use of renewable energies at the German sites. The switch to green electricity and introduction of sustainable heat and cooling solutions at the company head office are included in these developments.

Determining climate impact

In the 2023 financial year, Techem entered into a cooperation with right. based on science GmbH. The objective was to apply their X-Degree Compatibility Model (XDC) to assess the climate impact of the Techem Group and the building stock we service – specifically regarding their contribution to global warming. This exercise enabled us to determine – while taking into account our decarbonization plan – that the climate impact of the ESG/ESI segment (submetering) over the consideration period of the Paris Climate Agreement amounts to 1.3 degrees and the climate impact of the EES segment (contracting) to 1.6 degrees.

⁹ The EES segment’s relatively small number of company cars and premises are allocated to the ESG/ESI (submetering) segment.



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Targets

Implementing our decarbonization plan

Under our decarbonization plan we are aiming to reduce our group-wide CO₂e emissions by at least 42% in Scopes 1 and 2 and 28% in Scope 3 by 2030, and to achieve an emissions reduction of at least 90% across all Scopes by 2045 (see table). The base year in each case is the 2020 financial year. Any remaining emissions, to a maximum of 10%, will be offset in accordance with the Net Zero Standard of the SBTi, making use of carbon offsetting or to a minor extent carbon capture technologies; this means Techem will achieve climate neutrality by 2045.

Alongside our CO₂e footprint in accordance with the GHG Protocol (see [page 55](#) ) , our decarbonization plan is also based on analyses of our devices’ and systems’ environmental impact (see [page 59](#) ) as well as workshops with our experts.

Achieving the intended climate targets for 2030 no longer appears to be realistic. The regulatory framework conditions for the German Buildings Energy Act (Gebäudeenergiegesetz, GEG) now specify

a longer transition period and the finalization of communal heat planning by 2028, on account of which the switch to low-CO₂e heating systems is also expected to be delayed until 2028. As such the progress of our decarbonization targets is significantly dependent on the timing of investment certainty for our customers; on this basis the transformation of the building sector is significantly delayed in comparison to our original assumptions. The EES segment (contracting), which is responsible for around 80% of total emissions, has developed a new strategy to combat this challenge: “Green-ready solutions” include a contractual commitment that fossil heating systems will be switched to renewable energies as per the legally required timeline (2045 at the latest). The objective of this approach is to lay the foundation for climate neutrality by 2045 at the latest. As our ambition of achieving the reduction targets in accordance with SBTi is unchanged, we will report our progress with reference to this framework, as previously. To manage our progress in contracting, we are evaluating already-concluded contracts based on their CO₂e intensity.

Techem targets for emissions reduction based on SBTi

Techem Group	2030 ¹	2045	Current status	Net Zero based on SBTi in combination with carbon capture technologies for 10% of remaining emissions
Scope 1	–42%	–90%	–25%	
Scope 2	–42%	–90%	–43%	
Scope 3	–28% ²	–90%	–29%	
ESG/ESI segment	2030	2045		
Scope 1 and Scope 2	–90%		+10%	

¹ Target achievement by 2030 currently not guaranteed due to changed legal framework conditions.

² Scope 3 target for 2030: In accordance with the SBTi standard, only two thirds of the Scope 3 emissions from the 2020 base-line year need to be reduced by 42%. Upstream emissions from district heating purchases (= one third) were therefore not taken into account.

Ensuring that devices are radio-enabled

Techem solutions provide owners and tenants with digital information about their energy and water consumption throughout the year for the purpose of making them aware of their own behavior and the resulting emissions. This is done by our heat cost allocators, our cooling and heat meters and our water meters which each record the corresponding consumption data. Since 2022, the European Energy Efficiency Directive (EED) obligates building owners to provide tenants with monthly consumption information based on the principle that “measuring creates awareness”.

With this in mind we record consumption on a monthly basis using precise, remotely readable meters and then, to raise tenant awareness, we present hot water and heat consumption data on our user-friendly tenant portal in various units, alongside clear comparisons with the previous year’s figures. Tenants also receive monthly energy-saving tips. We already have a high remote meter reading rate compared to the rest of the industry, at around 85% (2024: 84). This means we have achieved our target of 85.0% of our meters in properties being radio-enabled by the end of 2025.¹⁰

¹⁰ DMG Group is excluded.



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Target: 85.0% of devices in properties are radio-enabled

Target 2025	85.0%
FY 2025	85.4%
FY 2024	84.0%
FY 2023	83.0%
FY 2021 ¹	78.0%

Scope of application: ESG/ESI (submetering) excluding DMG Group
¹ Starting value

Optimizing the operation of heating systems

Heating systems are generally designed with capacity for the maximum expected requirement. To enable adaptation of the heat supply to tenants’ actual heat consumption at any time, well-functioning and optimally adjusted heating controls are essential. In practice, even newly installed or only very recently modernized heating systems do not fully make use of their technical efficiency potential. Additionally, they often generate more heat than is actually used, indicating a lack of sufficiency. Both factors result in unnecessarily high energy consumption and increased CO₂e

emissions. For these scenarios, networked consumption recording and control devices, sensors and artificial intelligence (AI) can help with operational optimization and intelligent system monitoring.

For example, our Digital Boiler Room – a technology platform for monitoring the energy efficiency of heating systems – uses sensors to record temperature levels at selected measurement points in the heating system. This makes it possible to monitor and analyze system operation, and from that basis to identify potential for improvement.

The actions we recommend will achieve an average consumption reduction potential of around 15%.¹¹

Our Digital Boiler Room has been used in all new heating systems in Techem operation since 2023. In total, it has already been installed in 41.4% (2024: 44.5) of systems. By the end of 2026, 90.0% of Techem contracting systems are set to be equipped with this solution.

Implementing decarbonized heat supply in the stock

Alongside actions to reduce consumption, the renewal of heating systems is a key prerequisite for a successful heating transition. For new buildings in district networks, we are able to optimally plan and design regenerative systems from the outset. However, the most significant area of potential for the heating transition is in existing properties. Here, we support our customers both in developing their own specific decarbonization plan and in implementing sustainable energy supply concepts. It is important that we are open to all technologies for achieving this. The solutions we offer range from single-building supply to end-to-end supply concepts for existing residential districts.

We offer property owners in Germany the option of fully covering the investment costs for the installation and modernization of the system technology, and themselves supplying tenants with heat and hot water from a central heating system. This is known as heat contracting, and it is an ideal approach for accelerating the

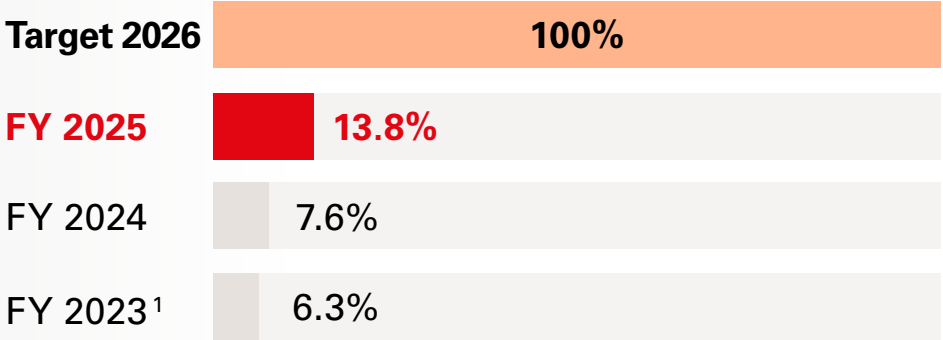
decarbonization of the property portfolio and optimizing the associated financial burden for property owners and tenants. Our ambition is to convert all heating systems currently powered by fossil fuels to low-emissions solutions. A central component of our decarbonization plan (see [page 45 ↩](#)) is the use of bi- and monovalent heat pump solutions. In light of this we have launched the “Heat Pump Initiative” campaign and, together with selected manufacturers, developed heat pump solutions for use in apartment buildings. As part of our low-CO₂e solutions, these heat pumps – complemented by renewable electricity generation from PV systems – are set to become the standard for the emissions-free supply of heat to new and existing properties in Germany. Furthermore, we are striving to achieve 100% of contracting systems being remotely readable with respect to final energy, heat and power consumption by the end of 2026. In the 2025 financial year, this figure reached 13.8% (2024: 7.6).

¹¹ BaltBest study 2021



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Target: 100% of contracting systems to be remotely readable



Scope of application: EES (contracting)

¹ Starting value

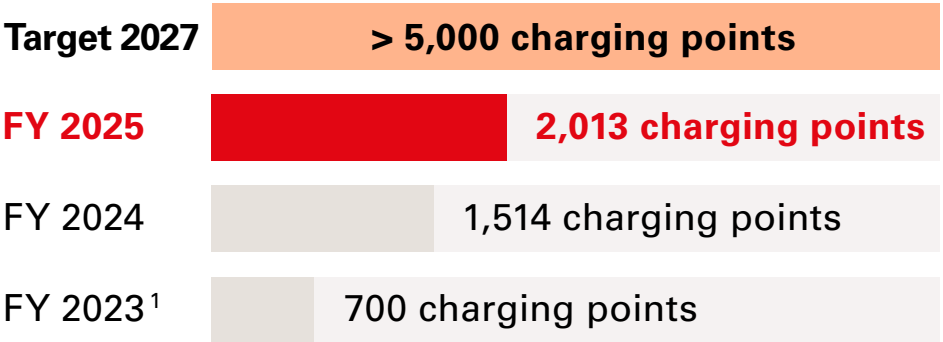
We always seek to offer our customers a solution that uses 100% renewable energies. Where this is not yet possible, we develop decarbonization paths and support our customers in the reduction of their CO₂e emissions in compliance with regulatory requirements. In the context of the “Heat Pump Initiative”, we have analyzed our entire system stock, identified actions that can be implemented in the short term, and developed appropriate technical concepts for our customers (see [page 45](#) ↗).

Establishing private charging infrastructure solutions

Establishing comprehensive and climate-friendly charging infrastructure is a central lever for the transformation toward a sustainable transport sector. Not only

that: the transport and buildings sectors are increasingly merging together, which expands the requirements for integrated energy solutions. Local, regenerative electricity generation, intelligent network usage and charging convenience must be harmonized to work together. This is possible with our solutions portfolio. Our target is to supply green electricity to more than 5,000 charging points for private charging infrastructure by the end of 2027. In this process, we want to not only make the switch to electromobility easier, but also actively contribute to reducing CO₂e emissions in the transport sector. At the end of the 2025 financial year, Techem had already installed 2,013 charging points (2024: 1,514); in the 2023 base year, the total was 700 charging points.

Target: >5,000 installed charging points supplied with green electricity (for private charging infrastructure)



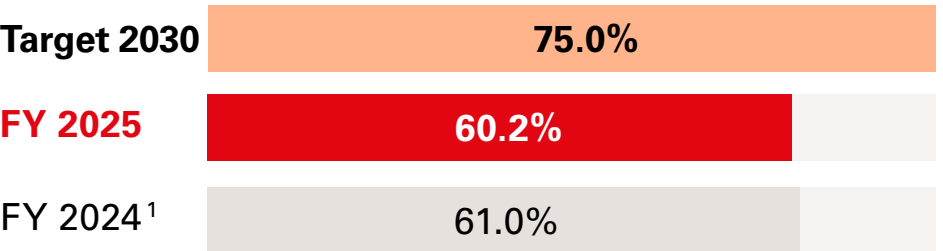
Scope of application: Techem Germany exclusive DMG Group

¹ Starting value

Providing sites with green electricity

All of our German sites have been using electricity from renewable sources since January 1, 2023.¹² This applies to the charging stations we operate as well as to customer charging stations that we have been commissioned to supply with electricity. In seven countries our sites in the ESI segment procure 100% green electricity, and 30 international office locations have now switched entirely to green electricity. Six of our international sites have installed photovoltaic systems. Our target is for an average of 75.0% of electricity at our international sites to be sourced from renewables by the end of 2030.¹³ In the 2025 financial year, we achieved 60.2%.

Target: On average 75.0% of electricity from renewable sources at international sites



Scope of application: ESI (submetering)

¹ Starting value

Making employee mobility climate-friendly

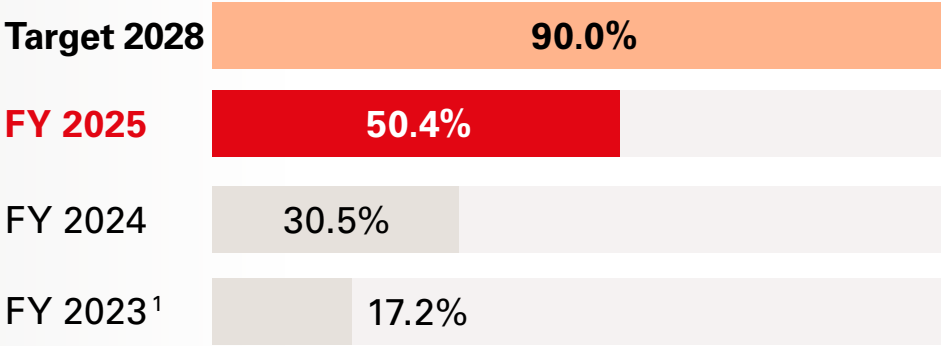
Techem promotes climate-friendly mobility for its employees. In Germany we have done this by offering employees discounted bicycle leasing, setting up bike storage spaces and showers as well as charging stations for the company car fleet at the head office in Eschborn, and subsidizing tickets for local public transport. To make our vehicle fleet more climate-friendly, we are planning to transition the German car fleet¹⁴ to 90.0% CO₂e-neutral drive systems by the end of 2028. In the 2025 financial year we reached 50.4% (2024: 30.5). We are also taking new approaches for more sustainability in the equipment of our service vehicles. For example, the workshop equipment installed will in future no longer go unused after leased vehicles are returned, but will instead be reconditioned with our partner and installed in new vehicles. This extends the service life of equipment, saves resources and further contributes to environmental protection.

¹² This does not include the DMG companies, which are responsible for their own electricity procurement.
¹³ The green electricity proportion is calculated as all green electricity used as a percentage of total electricity consumption.
¹⁴ DMG companies are excluded.



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Target: 90.0% of the German car fleet is CO₂e-neutral



Scope of application: Techem Germany exclusive DMG Group

¹ Starting value

The national companies have also switched parts of their transport fleets to e-mobility. By the end of 2030, 25.0% of the international car fleet will be operated with CO₂e-neutral drive systems. The initial level in the 2022 financial year was 5.1%. Now, a total of more than 15% (2024: 10.5) of all international vehicles are purely electric. In addition, several international locations offer incentives for traveling to work by bicycle or local public transport.

Climate and environmental protection projects

To also advance our commitment to climate and environmental protection at international level, we are working toward 100% of our international sites having executed at least one climate or environmental protection project by 2026. The starting point for this target is the year 2024, with a base value of 64.7%. This illustrates that we are taking an ambitious approach which has been developed in close collaboration with the international Management Boards and validated by the overall Management Board. The target is based on the aspiration of further advancing and systematically expanding our global activities for the purpose of sustainable business development. In the 2025 financial year we reached 94.1%.

Metrics

Our energy consumption¹⁵

About 95.0% of the energy purchased by Techem is used to generate useful energy, such as heat and electricity, in our contracting business. This means that the actual energy consumption occurs at the customer’s end. The energy we use to generate useful energy is reported as our own energy consumption. Only a small proportion of our purchased energy – 5.0% – is used internally for office operations and the vehicle fleet.

In the 2025 financial year, the total energy purchased by Techem Group reduced slightly by 0.3% (2024: 3.3) compared with the previous year, primarily due to developments in the EES segment (contracting). One reason for this is consumer behavior continuing at the same level of cost-cautiousness as the previous year, as well as a winter 2024 which was rather mild compared to the long-term average. In the ESG/ ESI segment (submetering), energy consumption increased slightly by 0.8%.

¹⁵ Heat contracting services are provided by the EES segment, while submetering services are provided by the ESG/ESI (submetering) segment. This report distinguishes between these segments due to the considerable difference in their energy and emissions intensity.



Energy consumption within the Techem organization (in MWh) **GRI 302-1, GRI 302-3** ☒

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	Techem in total			EES (contracting)			ESG/ESI (submetering)		
	FY 2025	FY 2024	FY 2023	FY 2025	FY 2024	FY 2023	FY 2025	FY 2024	FY 2023
Total energy purchased ¹	828,198	830,315	858,958	797,329	799,506	827,873	30,869	30,809	31,086
› of which for Techem’s own use	41,494	40,175	39,406	10,625	9,366	8,320	30,869	30,809	31,086
of which fuel (company car fleet)	22,723	23,143	23,889	0	0	0	22,723	23,143	23,889
of which natural gas	3,862	3,059	2,529	0	0	0	3,862	3,059	2,529
of which district heating	1,125	1,491	1,377	0	0	0	1,125	1,491	1,377
of which district cooling	0	0	0	0	0	0	0	0	0
of which heating oil	164	127	90	0	0	0	164	127	90
of which wood pellets and wood chips	0	0	0	0	0	0	0	0	0
of which power/electricity	13,620	12,355	11,521	10,625	9,366	8,320	2,995	2,990	3,201
› of which for sale (own generation and trading of useful energy)	786,704	790,140	819,553	786,704	790,140	819,553	0	0	0
of which biomethane	31,985	7,814	30,449	31,985	7,814	30,449	0	0	0
of which natural gas	621,417	634,291	637,297	621,417	634,291	637,297	0	0	0
of which district heating	81,677	88,275	93,994	81,677	88,275	93,994	0	0	0
of which heating oil	23,129	28,646	27,626	23,129	28,646	27,626	0	0	0
of which wood pellets and wood chips	28,495	31,114	30,187	28,495	31,114	30,187	0	0	0
of which power/electricity	0	0	0	0	0	0	0	0	0
Renewable energy purchased									
› absolute	73,299	50,502	62,990	71,106	48,293	60,636	2,194	2,208	2,354
› relative to total energy purchased	8.9%	6.1%	7.3%	8.9%	6.0%	7.3%	7.1%	7.2%	7.6%
Total energy sold ²	705,653	725,737	770,098	705,653	725,737	770,098	0	0	0
› electricity sold	48,931	64,443	63,082	48,931	64,443	63,082	0	0	0
› useful energy sold ³	656,723	661,294	707,016	656,723	661,294	707,016	0	0	0

¹ Any energy that is purchased. This includes electricity and district heating required for our own offices and the operation of our own systems, as well as energy sources such as natural gas or heating oil, which are used in the EES segment’s own systems to generate heat and/or electricity.

² Any energy sold by the EES segment (contracting) in the form of useful energy, such as electricity, heat or cooling. This includes useful energy that the segment generates itself, e.g. heat generated by burning natural gas in its own systems, and useful energy produced externally, e.g. in the form of district heating that is only sold on.

³ Excluding electricity sold.



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	Techem in total			EES (contracting)			ESG/ESI (submetering)		
	FY 2025	FY 2024	FY 2023	FY 2025	FY 2024	FY 2023	FY 2025	FY 2024	FY 2023
Total energy consumed within the organization ⁴	828,198	830,315	858,958	797,329	799,506	827,873	30,869	30,809	31,086
› Fuel consumption from renewable sources	60,480	38,928	60,636	60,480	38,928	60,636	0	0	0
› Fuel consumption from non-renewable sources	671,296	689,266	691,431	644,546	662,937	664,923	26,749	26,328	26,508
› District heating ⁴	82,802	89,766	95,371	81,677	88,275	93,994	1,125	1,491	1,377
› Electrical energy from renewable sources ⁴	12,819	11,574	8,594	10,625	9,366	6,240	2,194	2,208	2,354
› Electrical energy from non-renewable sources ⁴	801	782	2,926	0	0	2,080	801	782	846
Revenue (in millions of euros)	1,173.4	1,058.2	1,009.1	131.9	124.7	158.8	1,041.5	933.5	850.3
Energy intensity (in MWh/millions of euros in revenue) ⁵	705.8	784.6	851.2	6,045.0	6,411.4	5,213.3	29.6	33.0	36.6

⁴ Self-generated useful energy is reported as the company’s own energy consumption. For a full picture, the total energy consumption for district heating and electrical energy was added for the first time for the 2025 financial year; as a result, the total energy consumption within the organization also increased accordingly. The previous year’s values have been retroactively adjusted.

⁵ Based on the total energy consumed within the organization.

Lower CO₂e emissions

By means of consumption transparency, resource-friendly user behavior and digitalization and decarbonization of the heat supply, Techem is making an active contribution to the energy transition. Our target is to become climate neutral by 2045.¹⁶ To support this target we calculate our CO₂e footprint annually in accordance with the Greenhouse Gas Protocol (GHG Protocol) as per the consolidation approach of operational control, in full and for all scopes.

Techem’s CO₂e footprint in the 2025 financial year came to around 221,407 metric tons (2024: 249,370). Therefore, in the 2025 financial year, Techem’s CO₂e footprint reduced by 11.2% compared to the previous year. This is due to reduced Scope 3 emissions (see [page 54 ↗](#)).

In comparison with the 2020 base year, we are reporting a reduction of around 27.0%. The figures below have been calculated according to the market-based method.

The main driver of emissions, accounting for 67.6%, is heat generation from natural gas (combustion 56.7% and upstream emissions 10.9%) in the contracting business of the EES segment.

At 621.4 GWh, natural gas consumption was around 2% lower than the previous year (2024: 634.3). The proportion of emissions from heating oil was 3.5% (2024: 3.1).

A further 12.8% of the emissions generated in the value chain arose from purchased goods and services (2024: 9).

¹⁶ To make our target measurable, we align ourselves with the Net Zero Standard of the Science-Based Targets Initiative (SBTi).



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Scope 1 – our direct emissions

Techem’s Scope 1 emissions arise from the provision of useful energy – in particular heat (EES segment) – and the fuel consumption of our vehicles. Residents’ fuel consumption for heat generation reduced compared to the previous year. This is also reflected in the reduced Scope 1 emissions of 137,896 tCO₂e. Given that the overall low level is primarily a consequence of

external factors (higher-than-average winter temperatures, economic usage behavior due to higher energy prices) which are predicted to normalize again, we expect to see an increase in emissions in the next reporting period. The emissions resulting from the fuel consumption of our business vehicles came down by 2.6% due to a shrinking proportion of vehicles with combustion engines (see [page 48 ↴](#)).

The most impactful lever for steadily reducing our Scope 1 emissions continues to be modernization of our systems. Modernizing heat generation and active operational management enables us to achieve a better conversion factor and generate a higher quantity of useful energy with the same amount of fuel. We are also promoting the implementation of renewable energies (see [page 45 ↴](#)).

Scope 1 greenhouse gas emissions (in t CO₂e)

GRI 305-1



	Techem in total			EES (contracting)			ESG/ESI (submetering)		
	FY 2025	FY 2024	FY 2023	FY 2025	FY 2024	FY 2023	FY 2025	FY 2024	FY 2023
Scope 1 – direct GHG emissions ¹	137,896	141,933	142,473	131,926	135,804	136,138	5,970	6,129	6,335
Heat supply (TS contracting)									
Natural gas	125,526	128,127	128,734	125,526	128,127	128,734	0	0	0
Heating oil	6,199	7,677	7,404	6,199	7,677	7,404	0	0	0
Biogas ²	6	0	0	6	0	0	0	0	0
Wood pellets ²	195	0	0	195	0	0	0	0	0
Company car fleet									
Gasoline	1,666	1,227	1,137	0	0	0	1,666	1,227	1,137
Diesel	4,304	4,902	5,198	0	0	0	4,304	4,902	5,198

Explanation of Scope 1 greenhouse gas emissions: The calculation is based on the internationally recognized calculation guidelines of the Greenhouse Gas (GHG) Protocol.

¹ Emissions are stated in CO₂ equivalents (CO₂e), which include CO₂, CH₄ and N₂O emissions. A small proportion of the figures is based on estimates due to unavailable data. Rounding-related differences may arise during totaling in the table.

² The biogenic emissions created during combustion are reported separately as per the GHG Protocol and not included in Scope 1. CO₂ is not the only substance generated but also CH₄ and N₂O, which are stated separately in the following table and are integrated into total emissions. This adjustment was undertaken for the first time in the 2025 financial year; previous years were not retroactively adjusted due to low relevance.



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Scope 2 – our indirect emissions

Our Scope 2 emissions are caused by the energy we purchase to heat and power our sites. To these we add the operating electricity needed for our heating systems in the EES segment (contracting) and for our electric vehicles. Accounting for

a proportion of around 0.7% of all emissions, our Scope 2 emissions are very low. Compared to the previous year, they were slightly lowered by around 0.05 kt CO₂e and therefore by 3.3%. Scope 2 emissions from the use of e-vehicles reduced slightly (-0.05 kt CO₂e).

Scope 2 greenhouse gas emissions (in t CO₂e) **GRI 305-2** ☒

	Techem in total						EES (contracting)			ESG/ESI (submetering)		
	FY 2025		FY 2024		FY 2023		FY 2025	FY 2024	FY 2023	FY 2025	FY 2024	FY 2023
	location-based	market-based	location-based	market-based	location-based	market-based	market-based			market-based		
Scope 2 – indirect GHG emissions	5,920	1,506	5,785	1,558	5,389	1,969	0	0	695	1,506	1,558	1,275
› Purchased power/electricity	4,612	375	4,510	379	4,450	1,098	0	0	695	375	379	403
› Electricity for electric company cars	192	15	167	71	89	22	0	0	0	15	71	22
› Purchased district heating	304	304	435	435	315	315	0	0	0	304	435	315
› Purchased district cooling	0	0	0	0	0	0	0	0	0	0	0	0
› Heat from natural gas	773	773	640	640	511	511	0	0	0	773	640	511
› Heat from heating oil	39	39	32	32	24	24	0	0	0	39	32	24

Explanation of Scope 2 greenhouse gas emissions: The calculation is based on the internationally recognized calculation guidelines of the GHG Protocol. Emissions are stated in CO₂ equivalents (CO₂e), which include CO₂, CH₄ and N₂O emissions. All emissions factors used are taken from internationally recognized sources. To calculate our emissions from the consumption of conventional electricity, we used data from the Association of Issuing Bodies (AIB). The calculation bases for sources of heating energy come from the GHG Protocol, Ecolnvent and IINAS (GEMIS factors). Techem calculates its Scope 2 emissions using both market-based and location-based methods. The market-based calculation of emissions in Germany is produced using the specific emission factors of the energy supplier. For the location-based calculation, we use the average emission factors for the specific country in which the consumption takes place. A small proportion of the figures is based on estimates due to unavailable data. Rounding-related differences may arise during totaling in the table.



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Scope 3 – emissions in our value chain

Scope 3 emissions are created along our entire value chain and made up around 37.0% of our total emissions in the 2025 financial year (2024: 42.5). They arise primarily from the extraction and use of fossil energy sources (contracting) as well as the purchasing of goods and services, including the lifecycle of our devices in the ESG/ ESI segments (submetering). The reduction by 22.5% compared to the previous year (change in 2024 compared to the previ-

ous year: +6.2), is primarily due to a much lower emission factor for the production and transport of natural gas.

One focus was on the emissions from the upstream fossil fuel process chain, which made up 31.4% of scope 3 emissions. Including district heating, its share is 53.8%. The amount of purchased fossil fuels came down by 2.9% in the financial year. In addition, lower emission factors for production and transport of natural gas

resulted in a significant reduction in corresponding Scope 3 emissions by 52.8% compared to the previous year. Overall, Scope 3 emissions from fuels, including district heating, decreased by 41.6%.

The increase in emissions from purchased goods and services in the financial year is in particular due to the purchase of the new Multisensor Plus product, the production of which is relatively emissions-intensive.

Compared to the previous year, emissions in this category increased by 26%.

Scope 3 greenhouse gas emissions (in t CO₂e) **GRI 305-3** ☒

	Techem in total				EES (contracting)			ESG/ESI (submetering)		
	FY 2025		FY 2024	FY 2023	FY 2025	FY 2024	FY 2023	FY 2025	FY 2024	FY 2023
	location-based	market-based	location-based		location-based			location-based		
Scope 3 – other indirect GHG emissions	82,438	82,005	105,879	99,692	45,645	76,478	73,254	36,793	29,401	26,438
› Purchased goods and services	28,329	28,329	22,490	18,432	0	0	0	28,329	22,490	18,432
› Capital goods	1,511	1,511	1,142	908	1,511	1,142	908	0	0	0
› Fuel- and energy-related activities	44,587	44,154	75,638	72,620	44,134	75,336	72,337	453	302	283
› Upstream transportation and distribution	112	112	61	112	0	0	0	112	61	112
› Waste generated in operations	1,621	1,621	352	285	0	0	0	1,621	352	285
› Business travel	398	398	543	348	0	0	0	398	543	348
› Employee commuting	4,641	4,641	4,189	4,973	0	0	0	4,641	4,189	4,973 ¹
› Downstream transportation and distribution	1,015	1,015	1,119	1,693	0	0	0	1,015	1,119	1,693
› Downstream leased assets	224	224	344	320	0	0	8	224	344	312

Explanation of Scope 3 greenhouse gas emissions: The calculation is based on the internationally recognized calculation guidelines of the GHG Protocol. Emissions are stated in CO₂ equivalents (CO₂e), which include CO₂, CH₄ and N₂O emissions. A small proportion of the figures is based on estimates due to unavailable data. All emissions factors used are taken from internationally recognized sources.

¹ For calculation of pre-chain emissions (fuel- and energy-related activities) in the market-based approach for Scope 3, specific emission factors have been taken into account for national companies with a known proportion of green electricity. This adjustment was undertaken for the first time in the 2025 financial year; previous years were not retroactively adjusted due to low relevance.



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Scope 1-3 greenhouse gas emissions and intensity (in t CO₂e) **GRI 305-4** ☒

	Techem in total						EES (contracting)			ESG/ESI (submetering)		
	FY 2025		FY 2024		FY 2023		FY 2025	FY 2024	FY 2023	FY 2025	FY 2024	FY 2023
	location-based	market-based	location-based	market-based	location-based	market-based	market-based			market-based		
Total GHG emissions	226,254	221,407	253,597	249,370	247,554	244,134	177,200	212,282	210,086	44,207	37,088	34,048
› Scope 1 GHG emissions ¹	137,896	137,896	141,933	141,933	142,473	142,473	131,926	135,804	136,138	5,970	6,129	6,335
› Scope 2 GHG emissions	5,920	1,506	5,785	1,558	5,389	1,969	0	0	695	1,506	1,558	1,275
› Scope 3 GHG emissions	82,438	82,005	105,879	105,879	99,692	99,692	45,274	76,478	73,254	36,731	29,401	26,438
Value added (in € millions)	1,173.4	1,173.4	1,058.2	1,058.2	1,009.1	1,009.1	131.9	124.7	158.8	1,041.5	933.5	850.3
Intensity of GHG emissions (in t CO ₂ e/millions of euros)	192.8	188.7	239.6	235.6	245.3	241.9	1,343.8	1,701.9	1,323.3	42.4	39.7	40.0

¹ In accordance with the GHG Protocol, biogenic emissions are not part of the CO₂e footprint; they are therefore reported separately.

Biogenic emissions (in t CO₂e) **GRI 305-1** ☒

	Techem in total			EES (contracting)			ESG/ESI (submetering)		
	FY 2025	FY 2024	FY 2023	FY 2025	FY 2024	FY 2023	FY 2025	FY 2024	FY 2023
Total biogenic emissions	17,785	14,296	18,375	17,785	14,296	18,375	0	0	0
› Combustion of biogas	6,301	1,539	5,998	6,301	1,539	5,998	0	0	0
› Combustion of wood pellets	11,484	12,757	12,377	11,484	12,757	12,377	0	0	0
› Purchased heat from wood pellet combustion	0	0	0	0	0	0	0	0	0

Biogenic emissions are emissions which arise from renewable sources but which have the potential to cause global warming in the same way as fossil emissions. Data on direct CO₂e emissions from biologically bound carbon (e.g. CO₂e from the combustion of biomass/biofuels) must be reported separately in accordance with the GHG Protocol, and is not included in the total emissions for Scopes 1-3.



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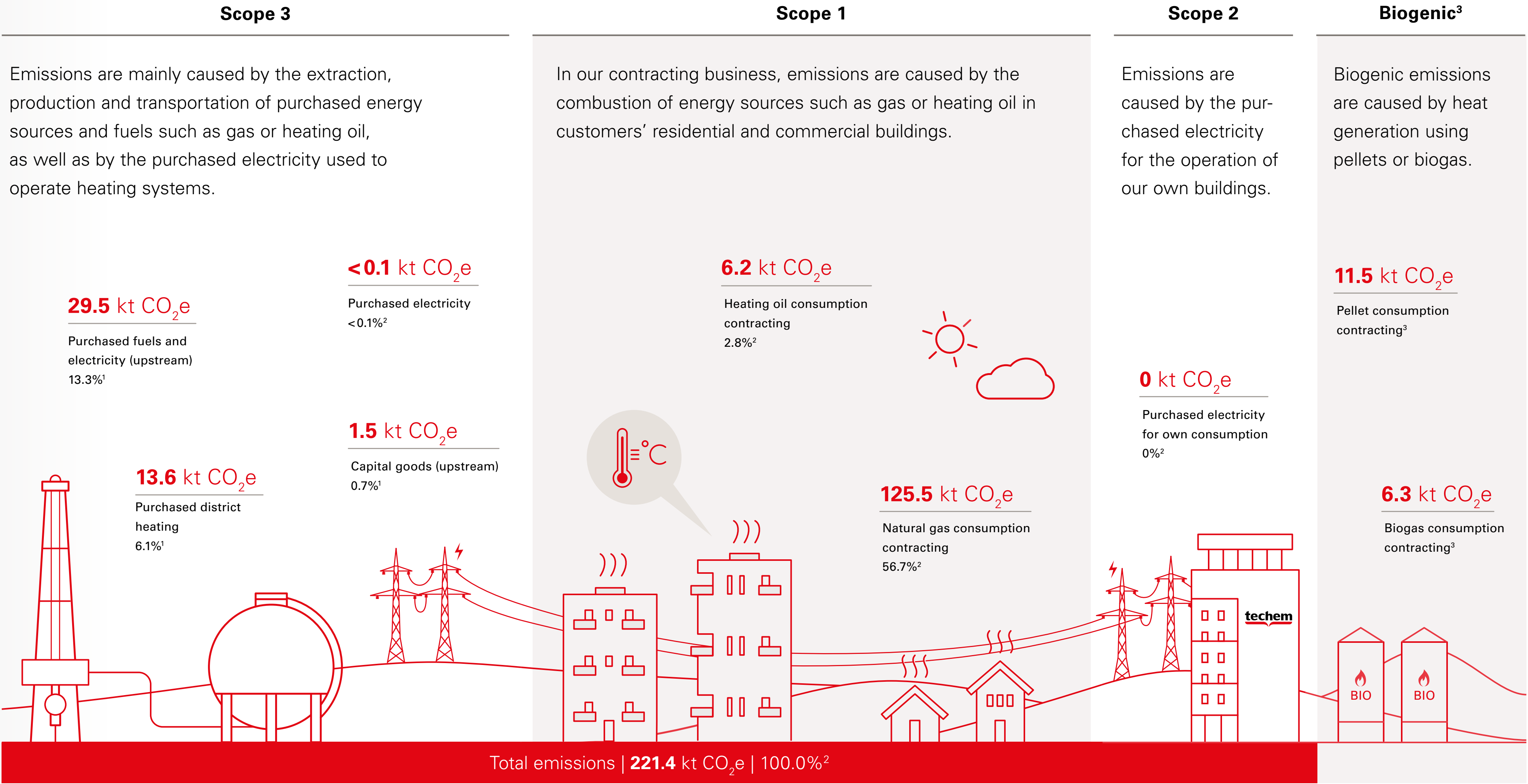
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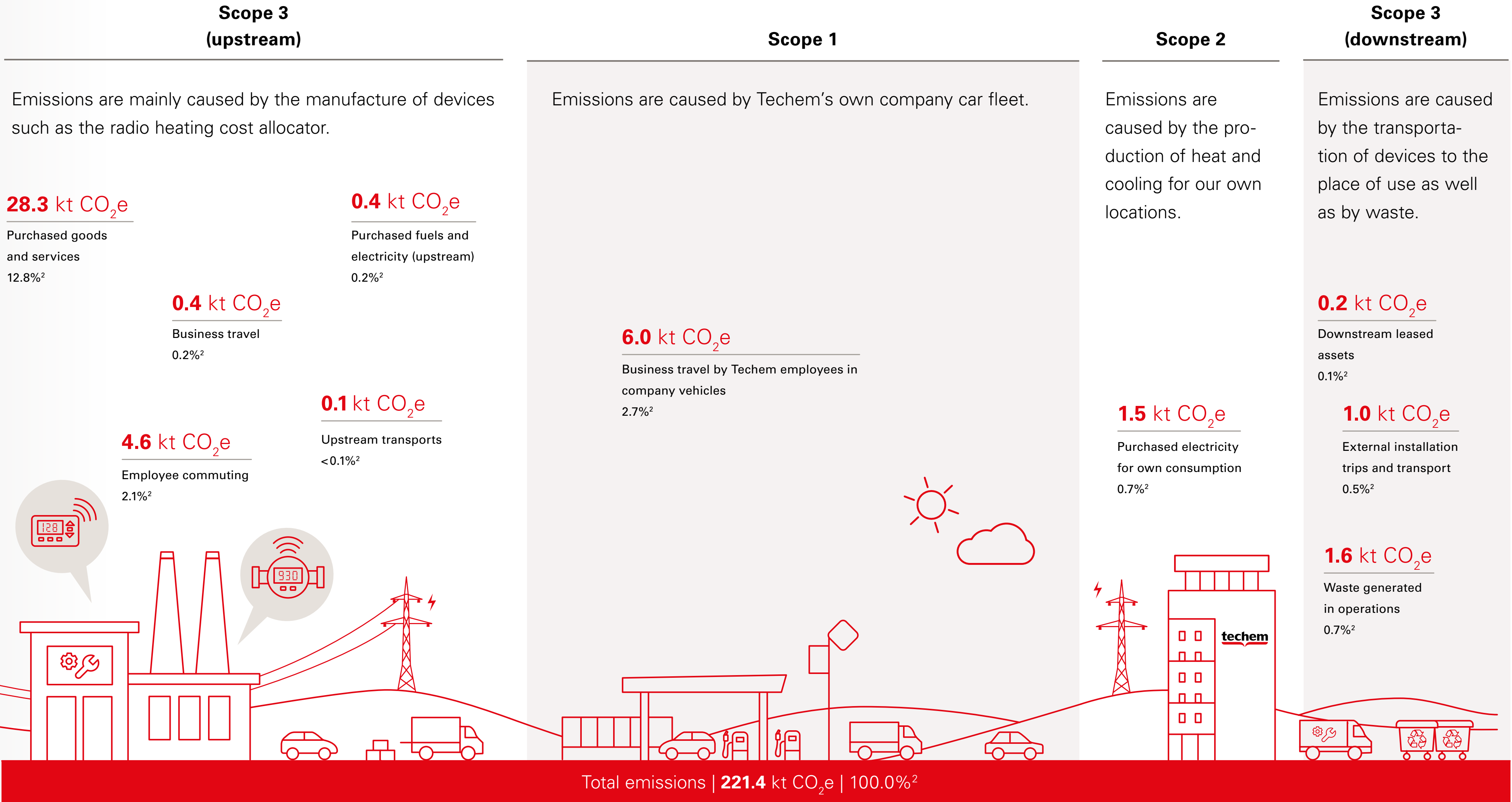
Emissions based on the value chain of the contracting business (EES)¹



¹ The figures below have been calculated according to the market-based method.
² Percentage of total emissions by Techem Group (excluding biogenic emissions). The material emissions shares are listed.
³ In accordance with the GHG Protocol, biogenic emissions are not part of the CO₂e footprint; they are therefore reported separately.

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Emissions based on the value chain of the submetering business (ESG/ESI)¹



¹ The figures below have been calculated according to the market-based method.
² Percentage of total emissions by Techem Group (excluding biogenic emissions). The material emissions shares are listed.

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Resource use and circular economy

Devices used and services purchased in our submetering business account for 34.5% of our Scope 3 emissions. Here the production, transport, setup, usage phase, disassembly and disposal of our devices and heat generation systems result in CO₂e emissions and other environmental impacts. To detect hot spots and determine optimization potentials, we perform Life Cycle Assessments (LCAs) on our devices and contracting systems.

Our material impacts with respect to the circular economy

Energy, resources and water are consumed throughout the lifecycle of our devices, systems and charging stations. Environmental impacts arise in every phase of the life cycle of these technical systems; both short- and medium-term, as well as long-term. Optimizing sustainability in every phase of this lifecycle is therefore essential to reducing the ecological footprint and minimizing the long-term environmental burden.

Strategic approach

Sustainable resource use is a material component of our sustainability strategy. Techem aims to develop and offer



E5 Resource use and circular economy

	IRO	Value chain	Time horizon
Resource inflows including resource use/resource outflows related to products and services/waste			
Energy, resource and water use in the lifecycle of the devices, systems and charging station and associated negative environmental impacts	Impact (actual, negative)	< >	● ● ●
● ○ ○ Short-term ○ ● ○ Medium-term ○ ○ ● Long-term < Upstream value chain Own business area > Downstream value chain			
products and services that are as sustainable as possible. We advance this ambition forward through steps including optimized product design, using recycled materials and extending the service life of devices. In addition, we pursue the goal of reusing our products or individual components or returning them to the recoverable materials cycle to protect resources and minimize	environmental impacts. This approach is supplemented with systematic analysis of environmental impacts throughout our devices' life cycles to enable improvement potentials to be identified and implemented in a targeted way at an early stage (see page 63 ↴).	Our strategic approach is targeted at systematically reducing resource consumption and waste quantities, closing materials cycles and creating transparency about material flows. Supported by digital solutions and close collaboration with our suppliers, we can identify and address emissions, risks and optimization potentials along the value chain. Techem therefore	



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consciously goes beyond legal requirements and commits to responsible and future-oriented use of resources.

Techem’s activities in the context of waste are aligned on the principles of the Waste Hierarchy. The Waste Hierarchy is a central principle of the European Waste Framework Directive and the EU ESRS reporting standards. It defines a ranked order for approaches to waste: Avoidance takes top priority, followed by reuse, recycling and other recovery (e.g. energetic) and finally disposal as the last option. The goal is to keep resources in circulation for as long as possible and minimize environmental impact. Wherever possible waste is avoided, or reduced by means of processes and innovation. Where this is not possible we rely on reuse and recycling to recover raw materials in line with circular economy principles.

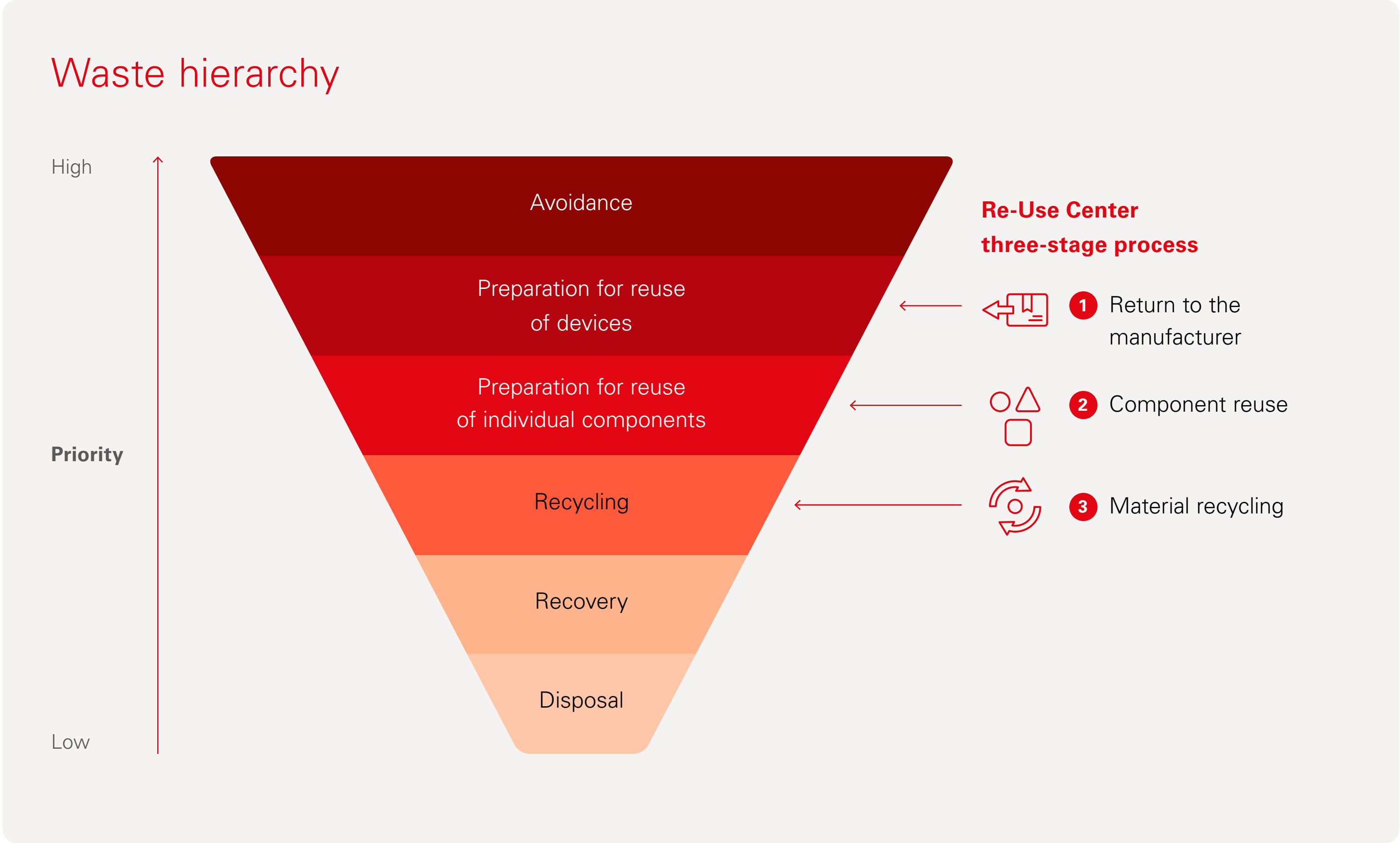
The Re-Use Center address multiple levels of the Waste Hierarchy.

Life Cycle Analysis for devices

To be able to quantify the environmental impacts of our devices more precisely, we selected ten devices to undergo an LCA, which considers not only the components and their emission factors but also

manufacturing processes and transport routes as part of the CO₂e footprint. We also contacted our main suppliers in order to create a comprehensive data basis for such analyses. The first device for which we looked to conduct a complete LCA

is the radio heating cost allocator (see Sustainability Report 2022). We performed additional analyses to achieve even better understanding of the entire life cycle of our devices (see [page 63](#) ↙).





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Product design focused on durability and circularity

Depending on the product, the product design is either fully or partly our responsibility. We maintain direct contact with the partners that manufacture our devices and system components.

The current focus is on reprocessing of old devices by our Re-Use Center. In parallel to this, we are also conducting feasibility studies for advancing the systematic reuse of materials. We are already well-positioned with respect to longevity and use of recyclate, but are still specifically seeking further potential for improvement.

Initial analysis of the environmental impact of our most important devices and systems was conducted in the 2022 financial year; this was then further substantiated in 2024 so the results could be integrated into our CO₂e footprint (see [page 54 ↙](#)) and to enable us to implement initial improvements in device design and the components used.

By consistently embracing digitalization and remote radio meter reading, we avoid traveling to carry out on-site readings and as such are able to meet the legal requirement to provide consumption informa-

tion throughout the year while conserving resources. All current radio devices meet the standards of the Open Metering System, which we played a key role in developing. These devices can continue to be used even in the event of a change in service provider, as long as the new service provider supports the standard.

We are also still making efforts to continually reduce our technicians’ travel distances and number of journeys taken. The technicians’ routes are optimized by a new intelligent scheduling solution. The number of trips is being continually reduced by increasing the direct appointment scheduling with our customers and their tenants, paired with intelligent order pooling of all technically required activities.

We also take into account recycling materials in product design, continually increasing the portion of recyclate and bundling additional actions to reduce resource outflows in an action plan for the circular economy (see [page 61 ↙](#)).

Disposal management

All electrical devices that Techem brings into circulation on the German market are appropriately recovered or disposed of at

the end of their service life as per legal requirements. The relevant legal and regulatory specifications on waste disposal apply for all Techem sites, particularly with respect to electric and hazardous waste.

At international level, Techem complies with the respectively applicable national specifications in all countries, and this is independently ensured by the national companies. To this end, we work with waste disposal partners for batteries and electrical waste for example, have set up certified disposal points for product waste, and separate packaging. With these actions we meet the specifications established by Extended Producer Responsibility and the Waste Electrical and Electronic Equipment Directive.

Supply Chain Management at Techem is responsible for disposal management on the German market with a clear focus on sustainable processes. The goal is to return components and raw materials to circulation where possible and further process or recover products in a resource-friendly way at the end of their life cycle.

The devices we use consist of electronic components, plastics and metal. Right from the design stage of our products we take

into account the impacts that arise during their lifecycle. Among other things, we focus on designing products to be recyclable and reducing the amount of packaging material.

Our disposal management is intended to guarantee group-wide transparency and efficiency with respect to handling of waste and materials. Our goal is to ensure coordinated processing of our own waste flows and at the same time to establish systematic recording of waste type, material flows and recovery rates. Structured data recording enables waste types, quantities and recycling rates to be documented in detail (see [page 66 ↙](#)). This not only facilitates fulfillment of legal reporting requirements but also enables improved analysis of material flows. Targeted optimization actions can be developed on this basis – for example for reducing residual waste or increasing recycling rates (see [page 63 ↙](#)). We are planning to create a waste management policy in the next financial year that will also formally define our principles for handling waste.



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Policies and concepts

Material Compliance Requirements
Scope of application
Techem Group
Availability
External (Techem website ↗)

Our Material Compliance Requirements have been established in the context of our sustainability management; these set out

Action plan¹

Action
Using radio chips and microcontrollers in a more sustainable way
Using recyclate for plastic housing
Prolonging the use of system devices by means of new batteries
Reusing radio components
Introducing battery replacement to extend the usage time
Reconditioning heat meters

material requirements for the handling of materials, mixtures and products throughout the value chain. The goal of this policy is to ensure legally compliant and sustainable use of materials, from product development, through production, to assembly, return and disposal. The policy stipulates that all products and their packaging must comply with the legal specifications and the prohibition, regulation and declaration obligations contained therein. Products, components or raw materials of unknown origin, unclear composition or without

sufficient material data must not be used. This ensures compliant and responsible placement of products on the market.

Suppliers are required to accept the Material Compliance Requirements, document that they adhere to them, and review at least every six months whether an updated version is available. With every revision, the new version supersedes the previous one and comes into effect immediately.

Status

The possibility of a redesign to reduce the number and area of radio chips and the size of the chip housing was examined, and potentials identified. ²
The technical suitability of using a higher proportion of recyclate for Smart Readers has been confirmed and technical approval has been issued, with the result that this can be implemented in future.
Current research and development activities are looking at the energy consumption of the Smart Reader. A new generation of electronics with lower electricity requirements and the use of batteries with a longer service life is under way.
The feasibility study on using radio modules for water meters several times when the meter is changed has been completed.
In Denmark, batteries have already been replaced in system devices for the first time in the course of a pilot, allowing reuse of the devices.
Contact has been established with suppliers offering reconditioning of used products. A pilot project has been started.



Actions

Action plan for circular economy

To follow through on our commitment to a circular economy, we have identified possible courses of action for our devices. The actions will be implemented during the 2025 and 2026 financial years. Progress and further measures are set out in our action plan:

Planned optimization measure

A first development project for implementation has been started.
The use of recyclate based on use of the respective component is planned from 2026.
A project for implementation has been started.
Expansion of reuse.
Analysis of the pilot and definition of follow-up measures.
Successful completion of the pilot project.

¹ The optimization measures described below are either current developments or potential concepts, some of which still need to be tested for feasibility.
² Application potential pertains to the radio module and the heat cost allocator. The chip area is to be halved.



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Setting up a Re-Use Center

In collaboration with an external partner, Supply Chain Management has set up a Re-Use Center for resource-protecting and climate-friendly recovery of devices. In this center, used devices are systematically reviewed for reusability and, if suitable, integrated into operations again. Implementation was successfully completed in the 2025 financial year. Along a clearly structured three-stage process, we ensure the highest level of resource efficiency for the purpose of the circular economy:

1. Return to the manufacturer:
If they are intact, devices and individual components are sorted and sent directly back to the respective manufacturer for reprocessing.
2. Reuse of devices:
Devices and individual components are sorted, reviewed, reprocessed if applicable, and reused if they are intact.
3. Material recycling:
If neither reuse nor return for reprocessing is possible, the devices are fully dismantled into their individual materials – for example, plastics, metals and electronics – and

submitted for recovery or recycling. Around 98% of materials can be returned back to industrial circulation in this way.

These processes are already successfully applied by the Re-Use Center.¹⁷ We have already entered into a return agreement with one supplier, and the first meters are being sent back for recovery. The reuse of individual components is relevant to water meters, for example, the radio modules of which are reused after expiry of the calibration period. This means key components are given a second life, whereas previously the entire devices would have been disposed of. Additional projects, for example relating to the reuse of smoke alarm base plates and smart readers, are already being worked on. The refurbishment of used Smart Readers means that around 2,400 devices were already reused in 2025. Additional return agreements with manufacturers are also being worked towards in the current financial year. The already-high recovery rate for meters that require calibration is also being further increased.

Increase in return shipping of devices to Techem

Techem is implementing measures on the German market to systematically increase the return shipment of old devices. This is intended to ensure appropriate recycling. Packaging material is also properly disposed of at Techem. The fitters are able to return any accrued packaging material to the Techem warehouse. From there, it is collected centrally and then disposed of in an environmentally friendly way.

With respect to implementation, binding work instructions have been created and integrated into the obligatory hazardous material training for fitters. This ensures that all relevant safety and environmental protection standards are complied with in the installation and return transport of devices, in particular electronic components.

There is a specific focus on lithium batteries built into devices. These are submitted for safe and proper reuse via a certified take-back-system partner. The action concerns the downstream value chain in particular, and includes both the ESG department (submetering) and the fitters via corresponding work instructions.

Implementation of the contract with the Re-Use Center constitutes completion of the action in the reporting year. We expect that the proportion of returned old devices will significantly increase, as a result of which the recycling rate will increase and the circular economy within the company will be strengthened. In addition, old devices are now returned directly to the Re-Use Center, which results in a significant reduction in transport costs.

Use of balers to reduce waste volume

In the 2025 financial year Techem procured two baling presses, as a result of which waste volume is reduced and the handling of materials is made easier. The presses are used for cardboard boxes and plastic films. The central placement of the presses means that employees have to walk much shorter distances and logistics within the company is improved. The compressed bales can be returned directly into the circular economy as secondary raw materials. In addition, transport costs are significantly reduced as only around 10% of the previous truck trips are necessary. Overall, the use of baling presses is therefore significantly contributing to CO₂ reduction and to promoting sustainable operating processes.

¹⁷ DMG Group is excluded.



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Targets

Increasing the use of recycled input materials

Techem is pursuing the goal of increasing the proportion of recycled input materials in its own devices to 10% by the end of 2028.¹⁸ We want to do this in order to make an active contribution to resource preservation for the purposes of the circular economy. In future Techem intends to directly collaborate with its manufacturers so that device components separated out in the Re-Use Center (e.g. housing) can be directly made available as raw materials for the manufacture of new components.

In the 2022 base year, the proportion was 2.8%. In the 2025 financial year the proportion had already risen to 5.3% (2024: 5.3).

¹⁸ DMG Group is excluded.

The defined target is based on internal analyses as well as the results from material optimization projects. The Device Development and TRIOS departments in particular are responsible for implementation, and they have been included in target-setting. Monitoring takes place annually, through the recording and evaluation of material use.

Target: Increasing the proportion of recycled input materials

Target 2028	10.0%
FY 2025	5.3%
FY 2024	5.3%
FY 2023 ¹	2.8%

Scope of application: ESG/ESI (submetering) excluding DMG Group

¹ Starting value

Identifying improvement potentials in devices' entire life cycle

Techem has set itself the goal of conducting an LCA for all seven device groups by the end of 2030. The intention behind this is to systematically identify improvement potentials throughout the life cycle with a view to sustainably reducing emissions and other negative environmental impacts.

In the 2024 financial year, one out of the seven device groups was covered with an LCA. Two additional analyses, for a water meter and a component of the radio heating cost allocator, have been started and are expected to be complete by the end of the year.

The degree of target achievement is regularly measured and documented based on the number of created LCAs. The target was developed in coordination with the TRIOS and Device Development departments.

The target is to systematically record the environmental impacts of our devices over their entire life cycle to enable development and implementation of measures to reduce negative environmental influences.

Extending the service life of our devices

A central lever for resource protection is to extend the service life of our devices. Through targeted technical adaptations and optimized processes, we have successfully increased the service life of existing products and therefore reduced material consumption as well as associated emissions.

In the 2025 financial year, targeted measures have resulted in the continued use in the field of 1.85 million devices (2024: 611,774) which would otherwise have been replaced. The radio heating cost allocator Model Data III is an example that tangibly demonstrates the successful implementation of these measures, as its duration of technical usability was extended as early as 2021.

The potential for resource protection is also apparent in relation to radio modules, which are technically capable of a twelve-year duration of usability. In Germany these are currently replaced after six years, together with the water meter. The removed and successfully tested radio modules are then used for a further usable period of up to six years. At present, this affects around 120,000 of a total of approximately 1.5 million radio modules. The goal is to further increase the return rate by means of optimized processes.

Maintaining continuity in the form factors of our devices means that the assembly plates and lower sections can remain in the field even when devices are replaced. So all already-existing assembly plates in our smoke alarms and lower sections of our heating cost distributors can remain in the field.



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In the context of our M&A strategy we acquire small and medium-sized metering service providers and consolidate them in our subsidiary DMG. The devices we acquire with these companies are replaced at the next scheduled periodic replacement interval in order to conserve resources.

In the ESG/ESI segment (submetering)¹⁹, we are aiming to increase the average operating time of devices to seven years by the end of 2028. In the 2025 financial year, devices remained in use for an average of 6.9 years (2024: 6.5). We are therefore continuing our ongoing efforts to further increase resource efficiency in our product life cycles.

Target: Increasing the average operating time of devices to seven years



Scope of application: ESG/ESI (submetering) excluding DMG Group

¹ Starting value

¹⁹ DMG Group is excluded.
²⁰ DMG Group is excluded.

Reducing paper consumption and using recycled paper

We have set ourselves clear goals for reducing paper consumption This relates both to increasing the use of recycled paper and gradually switching to digital processes. In the 2025 financial year, 96.7% of paper used at Techem Germany was recycled (2024: 96.5). Some international locations are already aiming for a paperless office. Techem Belgium and Techem Luxembourg, for example, have largely dispensed with paper since the end of 2023, while the paperless office is already a reality at Techem Netherlands.

Important process and system improvements relating to the paper reduction target were achieved in the last year, with the result that the first sustainable results were realized. However, new legal requirements fueled an increase in overall paper consumption during the reporting period from 2020 to 2025. The Energy Efficiency Directive (EED) with intra-year consumption information is a particular driver of this development. Digital provision is often rejected by customers, for example because they do not have their tenants' email addresses. Against this background,

we would like to push paper savings in the ESG segment (submetering)²⁰ by the end of 2027 using three targets:

- › We are working to increase the digital commissioning rate to 95.0% (2025: 88.0). To be able to manage this target even better, we have set ourselves the interim target of achieving a digital commissioning rate of 93.0% by the end of 2026.
- › In addition, we would like to provide 50.0% of tenants with digital bills. We already met this target in the 2025 financial year, achieving a proportion of 51.0%.
- › Not only bills for landlords but also those for tenants can contribute to reduced paper consumption. With this in mind the level of digitally provided bills for tenants should be increased to 50.0% (2025: 40.0). We have set ourselves an interim target of 46.0% by the end of 2026.

Use of materials and recycled input materials GRI 301-2 ☒

	FY 2025		FY 2024		FY 2023	
	in t	in %	in t	in %	in t	in %
Materials used	2,433	100	2,396 ¹	100	1,778	100
› of which recycled input materials	130.1	5.3	127.9	5.3	82.1	4.6

¹ In FY 2024 the data basis for determining the used materials was improved, with the result that the determined weight increased.

Metrics

Resource inflows

Techem does not produce any of its own products, but is partly involved in development. The products consist primarily of electronic components, plastics and metals.

The use of recycled material is a key lever for sustainable product design. Our radio heating cost allocator helps save resources thanks to its composition of 43.7% recycled material. More than 2.6 million new devices were produced during the 2025 financial year (2024: 2.4). Together with predecessor devices that were also equipped with the same housing material, in total there are more than 35.5 million radio heating cost allocators in use which contain recyclate.



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We are constantly looking for new ways to increase the amount of recycled material in our products – while maintaining the quality level (see [page 63](#) ✓). One example of this is the Smart Reader, for which we have already confirmed the technical feasibility of using recycled material (see [page 61](#) ✓). As disposing of the old, in-stock material would contradict our sustainability principles, the plan is to use up the old material and then a new plastic containing 30% recyclate will be used in future.

Handling water as a resource

Techem considers water to be a resource worth protecting. Climate change means that water stress is increasingly becoming a problem even in temperate latitudes. By metering and billing water consumption, we provide tenants with transparency over their consumption and help raise awareness.

The only water we use in our own operations is for sanitary purposes and food preparation: During the 2025 financial year,

we consumed 12,371 cubic meters of water (2024: 11,798). This water is drawn from the public drinking water supply and is used in sanitary facilities, office kitchens and the company restaurant. Our sanitary facilities are equipped with water-efficient fittings, and all employees are encouraged to use less water. In addition, at the Eschborn site we use rainwater to water outdoor installations by means of cisterns.

For a positive contribution that goes beyond our own water consumption, we support the “Water is Right” foundation. This foundation advocates for the fairer distribution of water – especially for people in developing regions and areas affected by natural disasters. In early 2022 we replaced the water dispensers in the kitchenettes at our headquarters and selected branch offices. And since the 2022 financial year we have donated one euro to WIR for every 1,000 liters of water consumed at our German locations. We donated 15,000 euros in the 2025 financial year.

Resource outflows and waste management

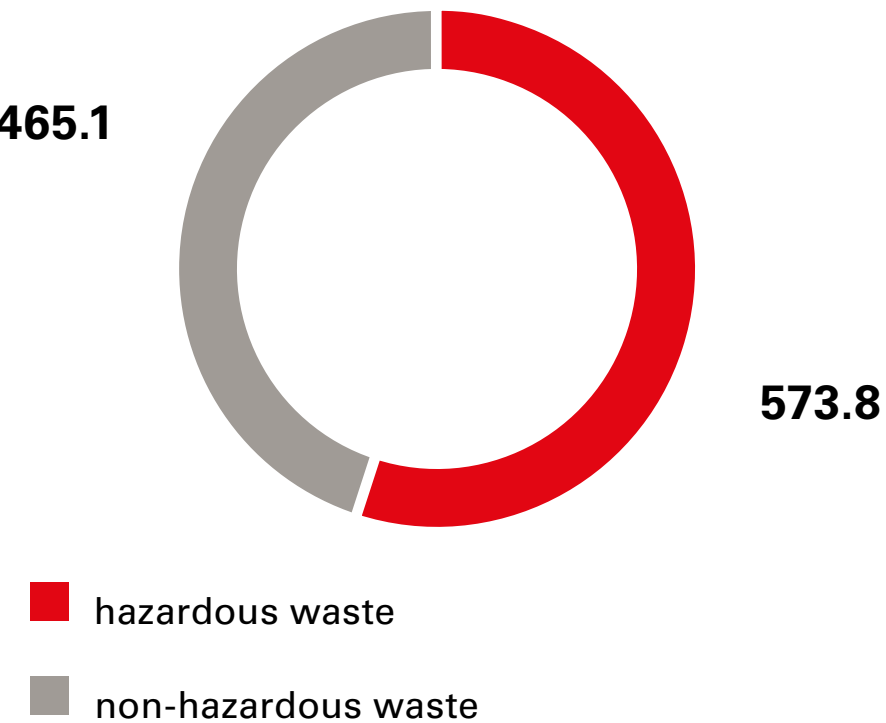
In the context of ESRS reporting we record and evaluate, on an increasingly detailed basis, which resources are used, recovered or disposed of in our business activities. These key figures form the basis for continual optimization of our resource use.

Around 574 metric tons of dismantled devices were sent for disposal in Germany in the 2025 financial year (2024: 378).

In the 2025 financial year, a total of 1,351.5 metric tons of waste was accrued (2024: 858.0), of which 581.8 metric tons (2024: 387.6) was hazardous (largely electrical waste). The increase in the volume of waste is attributable to the first-time inclusion in data capture of all international waste. 99.0% (2024: 98.9%) of waste was recycled, processed or recovered. The rest was disposed of as per the Circular Economy Act. Waste figures from the national companies for the 2024 financial year were recorded for the first time in the

2025 financial year. These data will also be recorded for the respective financial year from the 2026 financial year.

Waste by waste type in Germany in 2025 (in t)



Water consumption (in m³) GRI 303-5 ✓

	FY 2025	FY 2024	FY 2023
Total water consumption	12,371	11,798	12,383
› of which water from third parties	12,371	11,798	12,383



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Waste generated (in t) **GRI 306-3** ☒

	Techem Germany			Techem Group	
	FY 2025	FY 2024	FY 2023 ¹	FY 2025 ²	FY 2024 ³
Total amount of waste	1,038.9	814.2	748.8	1,351.5	858.0
› of which non-hazardous waste	465.1	456.8	426.5	769.7	470.3
of which paper and cardboard packaging	238.2	210.0	180.2	502.0	210.0
of which plastic packaging	24.4	26.2	26.4	26.7	26.2
of which mixed residential waste	143.5	168.7	166.2	147.2	168.7
of which kitchen and canteen waste	6.6	6.6	7.9	6.6	6.6
of which waste from wastewater treatment	42.0	33.5	33.5	42.0	33.5
Other	10.3	11.9	12.4	45.3	25.3
› of which hazardous waste	573.8	357.4	322.3	581.8	387.6
of which electronic waste	566.7	348.2	311.6	574.4	378.5
Other	7.2	9.1	10.7	7.4	9.1

Some of the figures are based on estimates.

¹ In the 2023 financial year, in Germany all waste including waste generated by the DMG companies was recorded for the first time.
² Waste figures from the national companies in Poland and France were recorded for the first time in the 2024 financial year.
³ Waste figures from the national companies were recorded for the first time in the 2025 financial year. By way of deviation from the German data, the international data were recorded for the calendar year. In future, the data will be recorded per financial year.

Waste by disposal method (in t) **GRI 306-4, GRI 306-5** ☒

	Techem Germany			Techem Group	
	FY 2025	FY 2024	FY 2023 ¹	FY 2025 ²	FY 2024 ³
Total volume of waste	1,038.9	814.2	748.8	1,351.5	858.0
› of which non-hazardous waste	465.1	456.8	426.5	769.7	470.3
of which for recycling, treatment or recovery ⁴	100%	100%	100%	100%	100%
of which for disposal	0%	0%	0%	0%	0%
› of which hazardous waste	573.8	357.4	322.3	581.8	387.6
of which for recycling, treatment or recovery ³	98.9%	97.4%	97.1%	99.0%	97.6%
of which for disposal	1.1%	2.4%	2.9%	1.0%	2.4%

Some of the figures are based on estimates.

¹ In the 2023 financial year, all waste including waste generated by the DMG companies was recorded for the first time.
² Waste figures from the national companies were recorded for the first time in the 2025 financial year. By way of deviation from the German data, the international data were recorded for the calendar year. In future, the data will be recorded per financial year.
³ Waste figures from the national companies in Poland and France were recorded for the first time in the 2024 financial year. Expansion to the whole group is planned for the 2025 financial year.
⁴ As per the Closed Substance Cycle Waste Management Act (KrWG). It is currently not possible to differentiate between recovered, treated or recycled waste. Waste was disposed of entirely by incineration without energy recovery. All waste processing is performed at external service providers and therefore outside of Techem sites.



Social

Many people keep Techem running every day. That is why creating attractive working conditions, offering comprehensive basic and further training options and an open and respectful corporate culture are at the heart of our commitment to our employees. At the same time, it is essential to guarantee the protection of workers along our value chain. In addition, we continually work on increasing customer satisfaction and positively contributing to the safety and health of society with our solutions.

- Own workforce
- Workers in the value chain
- Consumers and end-users



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Own workforce

The 4,328 Techem employees we have worldwide (2024: 4,218) are the backbone of our company. That is why we offer them attractive working conditions as well as job security: The majority of our employees are on permanent contracts. We also promote diversity and equal opportunities, further education and personal development; at Techem, even demanding jobs can be reconciled with private commitments and responsibilities.

Our material impacts with respect to our own workforce

Techem strongly believes in creating an attractive and supportive work environment for its employees. Multiple positive impacts on our own workforce result from this. These are evident in the form of secure jobs which are predominantly permanent, as well as fair remuneration. Techem is also committed to an agile working world – one that is becoming increasingly digital and flexible. We are creating a future-oriented working environment that fulfills our employees’ need for more flexibility, but also our aspiration to be an innovative and digital service provider. In doing so we wish to improve our employees’ work-life balance and avoid work overload.

In its role as a responsible employer, in the 2024 financial year Techem developed a comprehensive employee-focused program for preventive health, for which it worked in close collaboration with external service providers and a statutory health insurance provider. Our objective was to promote wellbeing and health by means of multifaceted and accessible offerings. For example, employees can take part in virtual yoga or motivational speaker sessions. To promote health in the workplace, height-adjustable tables and desk chairs are provided in some national companies.

There is a particular focus on the qualification and further development of the workforce: Young people benefit from comprehensive training options at Techem, while

experienced employees can expand their abilities by means of targeted further training programs. These measures strengthen long-term employability and employee attractiveness on the job market.

We consider the diverse perspectives and backgrounds of our employees to be a key factor in our success. An integrative culture with fair working conditions, that promotes diversity and equal opportunities and in which persons with disabilities can develop, also ensures employees have greater loyalty to and identification with Techem.

Our material opportunities with respect to our own workforce

Economic opportunity also arises from the positive impacts that Techem has on its own workforce. The focus on further employee training results in the development of various advanced training formats. Our own workforce can be shaped to be more efficient and flexible by means of actions including the expansion of digital training as well as concepts from the Techem Academy.



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 S1 Own workforce			
	IRO	Value chain	Time horizon
Working conditions			
Safe employment through largely permanent contracts as well as targeted actions and regulations on the compatibility of work and personal requirements and interests of our own employees	Impact (actual, positive)		● ● ●
Fair and equitable remuneration of employees in our own business area	Impact (actual, positive)		● ● ●
Increasing wellbeing of our own employees through health-related actions	Impact (actual, positive)		● ● ●
Equal treatment and opportunities for all			
Basic and further training options for our own workforce to further develop their knowledge and skills and increase attractiveness on the market	Impact (actual, positive)		● ● ●
Cost savings through efficiency and flexible further training of our own workforce	Opportunity		○ ● ○
Increasing employee satisfaction and loyalty through equitable working conditions and equal opportunities	Impact (actual, positive)		● ● ●
Strengthening individuals and teams through targeted actions for more diversity and equal opportunities	Impact (actual, positive)		● ● ●
An integrative culture in which people with disabilities can unlock their potential; this leads to increased diversity and promotes innovation	Impact (actual, positive)		● ● ●

● ○ ○ Short-term

○ ● ○ Medium-term

○ ○ ● Long-term

< Upstream value chain

 Own business area

> Downstream value chain



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Employee involvement and complaints procedure

At Techem, employee interests and perspectives are considered in the company’s decision-making via both direct and indirect dialog formats. The most relevant dialog formats are specified on [page 15](#) ✓. As well as the Works Council, which is the main representative of employees, networks such as Diversi-T and the Severely Disabled Employee Representative are in place so that marginalized groups are also explicitly taken into account.

Adherence to legal specifications, internal policies and company-wide codes of conduct takes the highest priority at Techem. We have established a whistleblower system to prevent possible compliance risks at an early stage. This makes it possible for both employees and external third parties to confidentially report actual or potential rule violations (see [page 104](#) ✓). This is communicated to employees via the intranet and training. To evaluate its effectiveness, analysis of reports received and how they have been processed takes place regularly. All messages are systematically followed up. There have so far been no cases in which damages would be incurred.

In addition, Techem promotes regular dialog with the workforce by means of employee appraisals, employee surveys, and the recording of an Employee Net Promoter Score (eNPS) (see [page 72](#) ✓ and [page 78](#) ✓). These formats enable employees to provide feedback, express concerns and actively contribute to the further development of the company. Employees have various communication channels available for directly bringing questions, needs or complaints to the company’s attention.

Strategic approach with respect to working conditions

The 4,328 employees are the foundation of Techem, and the driving force behind our sustainable success. They bring together specialist expertise, creativity and commitment in order to develop innovative solutions. Irrespective of their place of deployment, activity or type of employment, we want to offer them attractive working conditions.

Appropriate remuneration

Techem bases the salary of each employee on performance and professional experience. The methodology for determining salaries is dependent on the prevailing country-specific context. In Germany we have implemented a role evaluation process that objectively assesses all job roles. We use this evaluation as a basis and apply external benchmarks. There are no collective bargaining agreements at Techem. All of Techem’s national companies pay their employees at least the statutory minimum wage per hour.

We hold regular discussions with the General Works Council about general salary increases. The General Works Council typically represents all employees in Germany, with the exception of senior managers. In addition, a structured process for individual salary reviews takes place once a year. The target agreements and remuneration system for management level II are agreed annually in the NCC.

We also offer our employees various ancillary benefits such as travel allowances and bicycle leasing. We additionally pay a contribution of around 20% to the company pension scheme. Depending on the local circumstances, Techem also offers

employees at its international locations various incentives such as subsidies for health insurance or company pension schemes.

Occupational health and safety

We consider it our fundamental duty to provide our employees with a healthy working environment and a safe workplace. The responsibilities for occupational health and safety at Techem are regulated by country-specific legal requirements; every national company has at least one contact person for this topic. Techem adheres to the valid labor protection laws, requirements and recommendations at all sites.

In Germany, the subject of occupational safety is anchored in the Infrastructure department. Responsibility for health protection is positioned at the interface between the Infrastructure department and HR, Legal & Claims. In addition, all managers bear responsibility for the occupational health and safety of their employees. A corresponding transfer of obligation is set out in writing. An external service provider is tasked with providing technical safety support in Germany. In addition, we have contracted two external specialists in occupational safety who advise us on higher-level topics and support our sites throughout



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Germany. We have also appointed other function holders, including first aiders, safety officers and location officers.

We ensure that our employees remain healthy and able to work by implementing occupational health and safety actions and preventive occupational healthcare. For example, we train them on the subject of fire safety and safe working in the office. All employees can access the necessary occupational health and safety information at any time via the intranet.

The Occupational Health and Safety Committee meets four times a year to discuss and decide on all matters of occupational health and safety. Additionally, separate Occupational Health and Safety Committee meetings are held at individual locations such as the Liederbach warehouse and in the Customer Service Technician Management department. Also, in other national companies and depending on the local legislation, corresponding processes and positions are in place to manage the subject of occupational health safety and protection of health and implement measures.

At Techem Germany, we assess the potential hazards for work areas and activities by assigning them a specific risk rating. This rating is based, among other things, on the risk’s probability of occurrence and the extent of damage it could cause. If the risk is in an unacceptable range for us (depending on the number of similar accidents and their severity), we initiate the necessary actions. External occupational safety specialists check the implementation of the actions.

In the event of an accident taking place despite implemented measures to prevent hazards, a process is triggered in which the specialist for occupational safety is involved. An analysis is also undertaken, with the manager of the person involved in the accident included, for the purpose of deriving measures. If the measures are also important for other employees, they are disseminated to the relevant teams. A further 15 national companies (2024: 15) have established processes for dealing with accidents in the workplace based on local laws and the hazards present.

Policies and concepts relating to working conditions

Health and Safety Policy
Scope of application
Techem Group
Availability
Internal (intranet and training)

The Health and Safety Policy defines measures and processes relating to occupational safety and the protection of health, and stipulates responsibilities. It draws on resources including the United Nations (UN) Guiding Principles, the core labor standards of the International Labor Organization (ILO), the Organization for Economic Co-operation and Development (OECD) and occupational safety law.

Overall Company Agreement on Working Time
Scope of application
Techem Germany (with the exception of DMG Group)
Availability
Internal (intranet and training)

The Overall Company Agreement on Working Time regulates time recording, and defines weekly and daily working time as well as core hours and flexitime regulations. In alignment with the UN, ILO and OECD, it promotes transparency, clear specifications and compatibility of work and private life.

Overall Company Agreement on Flexible Working
Scope of application
Techem Germany (with the exception of DMG Group)
Availability
Internal (intranet and training)

The Overall Company Agreement on Flexible Working specifies the framework conditions for mobile working, including regulations on time recording and availability, the use of work equipment and communication tools, as well as data protection, occupational safety and conflict resolution mechanisms.



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The policy applies for all employees, wherein segment-specific differences apply with respect to apprentices, field employees, employees who cannot work flexibly for individual reasons, and employees in their induction period.

Travel Safety Policy
Scope of application
Techem Germany
Availability
Internal (intranet and training)

The Travel Safety Policy defines various travel terms and describes hazards, the planning and execution of business travel and the classification of travel destinations by risk classification. In contrast to the Travel Policy (see [page 42](#) ✓), which deals with environmental topics and others, this policy is focused on the safety of our employees.

Actions relating to working conditions

Employee involvement

To gauge the satisfaction, motivation and loyalty of our employees, we conduct group-wide employee surveys and calculate the Employee Net Promoter Score (eNPS) on an annual basis (see [page 78](#) ✓). The survey questions cover aspects such as organization, leadership, team spirit and work activity. The survey is performed annually and as such has also been completed for the 2025 financial year. It has the objective of recording the current state of employee satisfaction and deriving specific, targeted actions based on this.

In Germany, each team has discussed its results and started implementing corresponding measures, e.g. by simplifying processes. In some countries, regular cross-departmental meetings and formats for exchange with management have been established, training measures expanded, and customer training offerings revised, as well as social programs. HR meetings take place several times a year, at which the persons responsible for employee issues exchange ideas and learn from each other. The annual International Management

Meeting provides a platform for exchange and international networking within Techem Group (see [page 104](#) ✓).

Compatibility of work and private life

Techem believes in an agile working world – one that is becoming increasingly digital and flexible. We are creating a future-oriented working environment that not only fulfills our employees’ need for more flexibility, but also meets our aspiration to be an innovative and digital service provider. With that in mind, we wish to improve our employees’ work-life balance and avoid work overload.

At Techem Germany, employees (full-time, part-time, temporary and permanent) can flexibly select their working hours and location, depending on job profiles and the requirements of the areas and departments. We also offer flexible working location and hours models in 15 of our 17 international companies (2024: 15).

One example of our strategic actions to promote equal opportunities, individual development and improved compatibility of work, family and everyday life are the digital collaboration partners heycare and ubiMaster, which were newly introduced in 2025. With heycare our employees (full-time, part-time, temporary and permanent) receive needs-based support in various life phases via a digital work-life app – from pregnancy to childcare to caring for relatives and offerings for supporting better mental health. ubiMaster supplements this offering with unlimited online learning support and coaching for children of employees (full-time, part-time, temporary and permanent) as well as apprentices and students on work/study programs. The app facilitates 1:1 support from qualified teachers, aids in the development of learning strategies, and promotes the building of soft skills. Both offerings have been available since April 2025, and have already been presented in several internal webinars and feedback discussions.



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Certification for the “berufundfamilie” audit

In September 2023 we successfully completed the certification process for the “berufundfamilie” audit, and in doing so committed to a three-year program run-time. This year we successfully completed the second reporting year for the program. The audit represents verification that is recognized throughout Germany and which promotes a family-conscious HR policy at companies. For Techem the concept of family encompasses the reality of our employees’ lives in all their different facets and phases. We are open to different modes of living and offer suitable framework conditions so that employees can reconcile their work, family and private lives. As a requirement for the certificate, we recorded the status quo in terms of the compatibility of work, family and private life at Techem in 2023, and defined targets and actions for the compatibility of work, family and private life together with a number of stakeholders (see table).

Targets in the context of the “berufundfamilie” audit

Targets	Managers are empowered to promote a balance between work, family and private life	A wide range of career opportunities are offered and development is encouraged	Flexible working times and places are possible and mobility is expanded	Families receive support from Techem	Prospective and current employees are informed about and involved in work-life balance actions and offerings
Measures contributing to these targets	The leadership call highlights that the implementation of work-life balance measures makes an important contribution to attracting and retaining employees.	The visibility and value of experts are strengthened with the result that experts’ and managers’ career paths are equally attractive.	Checking that existing work hours regulations are universally applied and implemented.	Assessing the needs of employees with small children at all locations. Deriving actions from the results and implementing them.	Establishing a quarterly round table with representatives from Gen Z to exchange ideas and collaborate.
	Managers receive a “toolbox” for implementing a healthy work-life balance in their department – with HR and the Works Council providing support.	Offering and publicizing various management models (part-time management, shared management, etc.).	Examining whether we can make working hours more flexible while taking service orientation into account.	Checking whether parents in low-income groups receive financial support for childcare.	Raising awareness of the benefits, health measures and discounts offered by Techem.
	Managers are empowered to act as contact persons in matters of work-life balance.	Mentoring program for up-and-coming managers (for example management tandems) and mentoring for employee groups from diversity backgrounds.	Enabling temporary mobile working in other EU countries for suitable job holders.	Providing better support for employees who are caregivers.	Communicating information on work-life balance measures across all channels.
	Training courses or workshops are held for all managers, covering work-life balance content, objectives and measures.		Determining whether Techem will offer (mini) sabbaticals.	Establishing formats for keeping in touch while employees are on leave (parental or care leave).	Regularly publishing measures on social media channels, along with statements from employees about the support they receive from Techem.
				Organizing parent afternoons that can be attended by parents and their managers.	Additional health campaigns are offered.

Implemented Ongoing In planning No need



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Raising employee awareness of health protection and occupational safety

In the past year it has been noted that work accidents occurred primarily among customer service technicians, because their activities expose them to accident hazards. To change this, we are increasing awareness-raising measures. In Germany for example, we run a special training course for customer service technicians that teaches them how to recognize hazards. In addition, two occupational safety training sessions for technical customer service are taking place. Risk focus points are regularly reviewed by means of hazard assessments. The actions derived from these assist us in reaching our target of keeping the annual Lost Time Injury Frequency Rate (LTIFR) lower than five (see [page 75](#) ↙).

We offer our employees in Germany regular training to make them aware of hazards: New recruits are given initial instruction and follow-up instruction by the relevant manager as required. In addition, there is one mandatory e-learning per quarter, for instance safety training on the subject of hazard perception, hygiene and road safety on the way to work.

Our technical customer service staff also receive instruction on handling hazardous substances and special accident hazards. Safety officers also complete safety training. At international level, 14 further Techem sites (2024: 15) are also providing training on occupational safety, with the content reflecting the local risk situation.

Health promotion and preventive health

Our employees (full-time, part-time, temporary and permanent) have the opportunity to visit a company doctor who holds regular consultations at the Eschborn location. In Germany Techem offers flu shots, as well as eye examinations for employees who use screens. In addition, our employees benefit from the service of an external service provider who can advise them free of charge on personal, health-related, financial and operational questions.

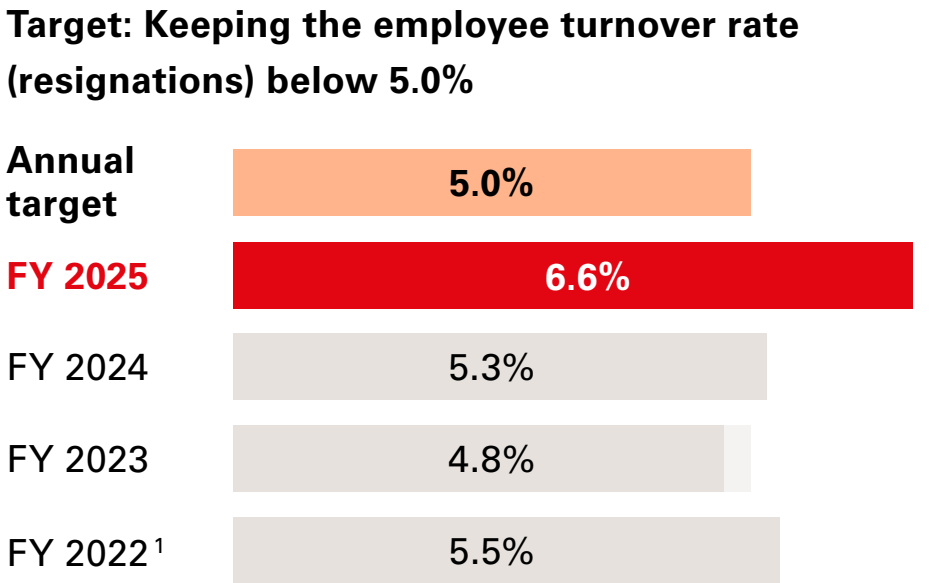
14 national companies have also established health offerings for their employees, such as discounts for gyms, medical checks and a mental health app. To promote health in the workplace, height-adjustable tables and desk chairs are provided in some national companies.

In its role as a responsible employer, in the 2024 financial year Techem developed a comprehensive program for employees (full-time, part-time, temporary and permanent) in relation to preventive health, for which it worked in close collaboration with external service providers and a statutory health insurance provider. Our objective was to promote wellbeing and health by means of multifaceted and accessible offerings. For example, employees were able to take part in virtual yoga or motivational speaker sessions in the 2025 financial year. In addition, Techem supports its employees with discount offerings that promote health and well-being.

Targets related to working conditions

Keeping turnover rates low

From a management perspective, Techem Germany considers the employee turnover rate from resignations to be of particular relevance to management. In Germany²¹ we have set ourselves the target of keeping the annual resigning employee turnover rate below 5.0%. This was 5.5% in the base year, and 6.6% in the 2025 financial year (2024: 5.3).



Scope of application: Techem Germany excluding DMG companies

¹ Starting value

²¹ DMG companies are excluded.

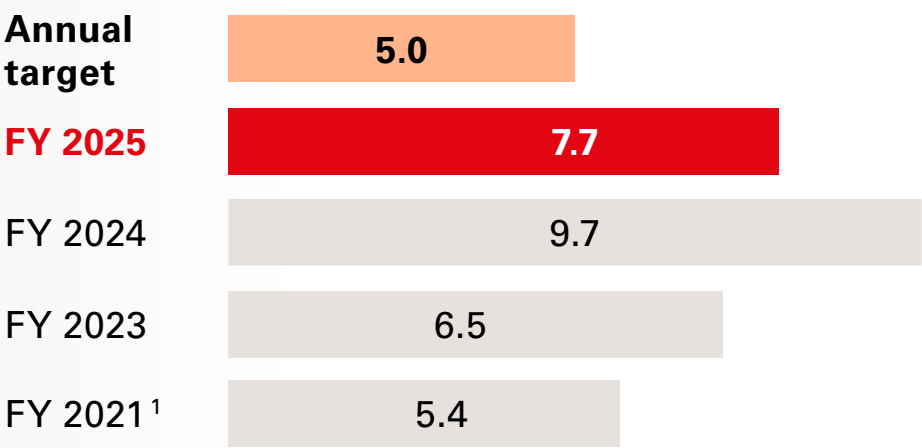


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Keeping the Lost Time Injury
Frequency Rate low

One measurement parameter for our employees is the Lost Time Injury Frequency Rate (LTIFR). Here, the number of work-related injuries is divided by the number of hours worked in the financial year, and multiplied by 1 million. We strive to keep our LTIFR below 5 annually; in the 2021 reporting year, this figure was 5.4. The target was not achieved in the 2025 financial year, which had an LTIFR of 7.7 (2024: 9.7).

Target: Keeping the LTIFR under five



Scope of application: Techem Group

¹ Starting value

²² DMG companies are excluded.

Promoting compatibility of work
and private life

We have set Techem Germany²² a target of implementing a total of 15 of 21 defined measures to improve compatibility of work and private life by the end of 2026. Some of these measures are ongoing measures which are repeated annually. In the 2025 financial year, four new measures (2024: six) were implemented, and seven ongoing measures were repeated. Three additional measures are currently still in planning (2024: eight). In addition, an employee survey found that there is no need to implement one measure. Ten measures have therefore been implemented since this target was set in the 2023 financial year. The Management Board, managers, the Works Council and the Severely Disabled Employee Representative as well as employees at expert level are involved in setting the targets.

Implementing projects to
promote health

To promote employee health, we have set the target that 100% of international sites will execute a project focused on this area by the end of 2027. These can include, among other components, risk evaluations, audits and certain training. The figure in the 2025 financial year was 70.6% (2024: 64.7). The base year for target definition is 2024. The Managing Directors of the international Techem companies were involved in setting the targets.

Employees by region



Metrics relating to
working conditions

Employment structure

Different regions, employment types and genders shape the structure of the workforce and reflect diversity at Techem. To build on this, additional key figures will be introduced that draw a comprehensive picture of the company's development.



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Employee relationships at a glance GRI 2-7 ☒

	FY 2025	FY 2024	FY 2023	Relative change from previous year
Total employees	4,328	4,218	4,214	2.6%
› of which female	1,925	1,889	1,864	1.9%
› of which male	2,401	2,328	2,349	3.1%
› of which other genders	2	1	1	100%
Employees on fixed-term contracts	181	170	203	6.5%
› of which female	88	85	100	3.5%
› of which male	92	85	103	8.2%
› of which other genders	1	0	0	–
Employees on permanent contracts	4,147	4,048	4,011	2.4%
› of which female	1,837	1,804	1,764	1.8%
› of which male	2,309	2,243	2,246	2.9%
› of which other genders	1	1	1	–
Full-time employees	3,557	3,473	3,476	2.4%
› of which female	1,327	1,315	1,292	0.9%
› of which male	2,229	2,157	2,183	3.3%
› of which other genders	1	1	1	–
Part-time employees	771	745	738	3.5%
› of which female	598	574	572	4.2%
› of which male	172	171	166	0.6%
› of which other genders	1	0	0	–

The data refer to all active employees worldwide as at September 30 of the relevant FY, including apprentices but excluding temporary workers. In some cases, external customer service technicians and meter readers under a service contract are used to install the devices and read the meters. Workers with non-guaranteed working hours are not reported in our systems.

Entry and turnover rate GRI 401-1 ☒

	Entry rate			Turnover rate		
	FY 2025	FY 2024	FY 2023	FY 2025	FY 2024	FY 2023
Total	15.0%	14.0%	15.2%	12.3%	14.6%	14.3%
by age						
› under 30 years old	4.3%	4.4%	5.0%	2.4%	2.6%	2.8%
› between 30 and 50 years old	8.4%	6.8%	8.1%	6.3%	7.5%	7.5%
› over 50 years old	2.3%	2.9%	2.1%	3.6%	4.4%	4.0%
by gender						
› of which female	6.3%	6.2%	5.7%	5.4%	6.6%	5.4%
› of which male	8.6%	7.8%	9.4%	6.9%	8.0%	8.9%
› of which other genders	0.02%	0%	0%	0%	0%	0%
by region						
› EU countries	14.3%	13.7%	14.5%	11.9%	14.4%	13.8%
› of which Germany	8.8%	9.4%	7.3%	7.0%	9.7%	7.7%
› Non-EU countries	0.6%	0.4%	0.6%	0.4%	0.2%	0.4%

The data refer to all active and passive employees worldwide as at September 30 of the relevant FY, including apprentices but excluding temporary workers. The entry rate is defined as the share of new employees joining the company during the FY relative to the total workforce as at September 30 of the relevant FY. The turnover rate refers to the share of departures relative to the average headcount for the relevant FY. This provides a more realistic picture of employee turnover, since the average headcount also includes passive employees. The figures are therefore only comparable to a limited extent. In total, 649 employees were hired in the 2025 financial year (2024: 592), while 558 employees (2024: 652) left the company.

Secure employment

Techem aspires to retain employees in the long term. As such we consider the employee turnover rate as an indicator: This

shows how many employees left the company in the 2025 financial year relative to the total workforce. In the financial year, the turnover rate fell to 12.3% (2024: 14.6).



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Employees by employment contract and region GRI 2-7 ☒

	FY 2025	FY 2024	FY 2023	Relative change from previous year
Employees on fixed-term contracts ¹	181	170	203	6.5%
› EU countries	181	170	203	6.5%
of which Germany	107	110	129	−2.7%
› Non-EU countries ²	0	0	0	–
Employees on permanent contracts ¹	4,147	4,048	4,011	2.4%
› EU countries	3,953	3,865	3,833	2.3%
of which Germany	2,583	2,524	2,536	2.3%
› Non-EU countries ²	194	183	178	6.0%
Full-time	3,557	3,473	3,476	2.4%
› EU countries	3,381	3,305	3,313	2.3%
of which Germany	2,071	2,043	2,071	1.4%
› Non-EU countries ²	176	168	163	4.8%
Part-time	771	745	738	3.5%
› EU countries	753	730	723	3.2%
of which Germany	619	591	594	4.7%
› Non-EU countries ²	18	15	15	20.0%

The data refer to all active employees worldwide as at September 30 of the relevant FY, including apprentices but excluding temporary workers. In some cases, external customer service technicians and meter readers under a service contract are used to install the devices and read the meters.

¹ First-time audit in FY 2024.

² Techem is active in the following non-EU countries: Switzerland, Norway, Brazil.

New employees and departures from the workforce GRI 401-1 ☒

	Number of new employees				Number of departures			
				Relative change from previous year				Relative change from previous year
	FY 2025	FY 2024	FY 2023		FY 2025	FY 2024	FY 2023	
Total	649	592	639	9.6%	558	652	645	−14.4%
by age								
› under 30 years old	186	185	211	0.5%	109	118	125	−7.6%
› between 30 and 50 years old	362	285	340	27.0%	287	337	337	−14.8%
› over 50 years old	101	122	88	−17.2%	162	197	183	−17.8%
by gender								
› of which female	274	262	242	4.6%	244	295	242	−17.3%
› of which male	374	330	397	13.3%	314	357	403	−12.0%
› of which other genders	1	0	0	–	0	0	0	–
by region								
› EU countries	621	576	612	7.8%	539	643	625	−16.2%
of which Germany	383	396	309	−3.3%	318	436	346	−27.1%
› Non-EU countries	28	16	27	75.0%	19	9	20	111.1%

The data refer to all active and passive employees worldwide as at September 30 of the relevant FY, including apprentices but excluding temporary workers.



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Appropriate remuneration

All independent members of the Advisory Board (see [page 22](#) ✓) receive fixed basic remuneration for their work. They also receive additional fixed annual remuneration for being chairs of committees. Moreover, the independent members of the Advisory Board receive a share of the company’s equity.

GRI 2-21 ✓

The ratio of the CEO’s total annual remuneration to the median level of total annual remuneration for all employees (excluding the highest-paid person) is 22.2 (2024: 23.7). Unlike workforce remuneration, the CEO’s remuneration did not increase in the 2025 financial year. The ratio of the percentage increase in the CEO’s annual remuneration in relation to the median increase in annual remuneration for all employees (excluding the highest-paid person) is therefore calculated as zero.²³

²³ This key figure encompasses all significant business premises of Techem Germany and all of Techem’s national operating companies in the eight focus countries of Austria, Switzerland, France, Italy, Belgium, the Netherlands, Denmark and Poland. DMG companies are excluded.
²⁴ DMG companies are excluded.
²⁵ Due to an adjusted methodology, no comparative value for eNPS for Techem Germany is available for the 2024 year.

Employee Net Promoter Score

The Employee Net Promoter Score (eNPS) is a key figure for measuring employee satisfaction. In the survey, employees state how likely it is that they would recommend Techem to others as an employer. The result is between -100 (not recommended) and +100 (recommended). Compared with 2024 the eNPS in Techem Group²⁴ increased, with an overall score of 25 in 2025 (2024: 19), therefore falling into the positive range. It was 21²⁵ in Germany and 31 in the international Techem companies (2024: 20).

Parental leave

Our employees at all Techem companies can apply for parental leave in accordance with legal provisions. In the 2025 financial year, 169 employees took parental leave group-wide (2024: 179) – of whom 107 were women (2024: 116) and 62 were men (2024: 63). 87 (2024: 100) employees returned from parental leave in the 2024 financial year. Twelve months after the end of parental leave, 84.0% of employees (2024: 67.7) were still working with us.

Parental leave GRI 401-3 ✓

	FY 2025	FY 2024	FY 2023	Relative change from previous year
Employees who took parental leave	169	179	222	–5.6%
› of which female	107	116	139	–7.8%
› of which male	62	63	83	–1.6%
› of which other genders	0	0	0	–
Employees who returned to work after parental leave	87	100	130	–13.0%
› of which female	38	47	55	–19.1%
› of which male	49	53	75	–7.5%
› of which other genders	0	0	0	–
Employees who are still employed by Techem 12 months after their parental leave ended	84	88	88	–4.5%
› of which female	37	40	40	–7.5%
› of which male	47	48	48	–2.1%
› of which other genders	0	0	0	–
Return rate ¹	48.6%	45.0%	60.2%	7.9%
› of which female	32.8%	33.8%	37.9%	–3.1%
› of which male	77.8%	63.9%	105.6%	21.8%
› of which other genders	0%	0%	0%	–
Retention rate ²	84.0%	67.7%	72.7%	24.1%
› of which female	78.7%	72.7%	67.8%	8.2%
› of which male	88.7%	64.0%	77.4%	38.6%
› of which other genders	0%	0%	0%	–

The data refer to all active and passive employees worldwide as at September 30 of the relevant FY, including apprentices but excluding temporary workers. Employees at all Techem companies can apply for parental leave in accordance with legal provisions. Figures concerning compulsory maternity leave is not included in the respective key figures.

¹ The return rate is calculated as follows: (Number of employees who returned from parental leave in the financial year / number of employees who were on parental leave in the previous year) x 100. If the return rate exceeds 100%, this reflects that more employees returned from parental leave in the financial year than were on parental leave in the previous year. This can happen when employees take parental leave and return from parental leave in the same financial year.
² The retention rate is calculated as follows: (Number of employees still employed at Techem in the financial year twelve months after the end of their parental leave / number of employees who returned to work after parental leave in the previous year) x 100.



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Work-related injuries

In the 2025 financial year, there were 54 work-related injuries (2024: 66) – of which 42 were due to work accidents (2024: 49) and twelve were due to commuting accidents (2024: 17). There were no fatalities or injuries with serious consequences.

Strategic approach with
equal treatment and
opportunities for all

Equal treatment and opportunities are key factors in strengthening employees. We wish to create fair conditions for all employees, promote diversity at Techem, and offer training that supports everyone’s professional development.

Training and skills development

We wish to promote the professional and personal development of our employees through wide-ranging basic training and further training offerings. In this context we offer needs-based advanced training programs, are expanding our Techem Academy, host special learning days, and conduct conversations with employees. Our managers are also provided with various management instructions to help them manage themselves and their teams even more successfully. These relate to topics such as leadership, performance management, talent management, employment law and personnel management, skills for the future, and personal growth.

In our Leading Experts, we have identified employees who have particularly relevant specialized knowledge, are considered the “go-to person” in their subject area, and actively share their knowledge in the company. This status is associated with clearly defined obligations and development offerings – including participation in a specialized masterclass, conducting at least one Techem-wide knowledge event, as well as having access to a personal development or research budget. By doing this Techem creates an attractive alternative to the tra-

ditional management track and systematically anchors further training in the organizational context.

Another focus in further training is environmentally aware and climate-conscious conduct; after all, this can only be achieved when working collaboratively. We have enshrined this belief in our Code of Conduct (see [page 107 ↙](#)) and our Environmental Protection Policy (see [page 42 ↙](#)). Internal publications on energy- and water-saving behavior serve to raise additional awareness and motivate our employees. For example, we regularly provide information about climate change mitigation and environmental protection topics via articles on the intranet or social media posts. Our employees can share their sustainability-related ideas via a sustainability group on the intranet or by sending an email to [sustainability@techem.de ↗](mailto:sustainability@techem.de).

Training the next generation

To strengthen our skills in the area of energy services in the long term, we rely on young specialists whom we train in-house. In the 2025 financial year, in Germany Techem employed 62 apprentices (2024: 61) and students on work/study programs in five vocational jobs (2024: four) and seven work/study courses (2024: six).

Work-related injuries to employees GRI 403-9 ☒

	FY 2025	FY 2024	FY 2023	Relative change from previous year
Number of work-related injuries	54	66	46	–18.2%
› of which workplace accidents	42	49	34	–14.3%
› of which commuting accidents	12	17	12	–29.4%
Rate of work-related injuries	7.7	9.7	6.5	–19.9%
› number of work-related injuries with serious consequences	0	0	0	–
› number of deaths due to work-related injuries	0	0	0	–

This analysis covers workplace and commuting accidents suffered by Techem companies’ own employees worldwide. Workers who are not salaried employees but whose work and/or workplace is controlled by Techem have not been taken into account. The data includes workplace and commuting accidents that resulted in at least one day of absence from work. Injuries caused by commuting accidents are only counted if the transportation was organized by Techem. The main types of work-related injuries in FY 2025 include bruises and contusions, strains, cuts and falls. The rate of work-related injuries (LTIFR) was calculated as follows: (Number of work-related injuries / number of hours worked in the financial year) x 1,000,000. In FY 2025, the number of hours worked amounted to 6,971,096.



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In addition, five (2024: six) entry-level employees were enrolled in an ongoing trainee program at the Eschborn location in the 2025 financial year. At 15 of Techem’s 17 national companies, there are people with specific responsibility for training and further education.

To support our junior employees, we continually invest in their further training. The trainee program is supplemented by a seminar series for interdisciplinary qualification. In 2025, our apprentices and students on work/study programs independently organized an open-house day in Eschborn and together with the town invited schoolchildren from the region. In addition, we participated in “Boys’ & Girls’ Day” so young people could gain an insight into careers at Techem.

Diversity and inclusion

We consider the diverse perspectives and backgrounds of our employees to be a key factor in our success. An integral part of this is that we treat each other fairly and respectfully as equals – both within the company and in our dealings with customers and business partners. This attitude is also embedded in our Code of Conduct, which forms the basis for our daily actions at Techem (see [page 107 ↙](#)). Depending on the country in question, the topic of diversity, equity and inclusion is the responsibility of the Managing Director or the HR department. In Germany, the HR, Legal & Claims department and the Sustainability Management department have joint responsibility for this topic.

For Techem, diversity, equity and inclusion (D, E & I) means that all employees

- › can be themselves and are valued,
- › receive the same opportunities,
- › view diversity as enriching, and
- › share common Techem values that create the foundation for our cooperation.

By this means, we want to create a working environment in which our employees feel at ease – irrespective of age, ethnic origin or nationality, physical or mental ability, religion or world view, sexual orientation or social background. These principles are set out in a group-wide Diversity and Anti-Discrimination Policy (see [page 81 ↙](#)). It is one of the building blocks of our open corporate culture, which allows employees to thrive in their working environment irrespective of their individual traits.

Inclusion is a central component of a fair and respectful work culture. Techem has appointed two Inclusion Officers who take care of the concerns of disabled and equivalent employees. They work to offer all employees the same opportunities and design an accessible working world, and at the same time ensure a conducive working environment with equal opportunities for all affected employees. They are in regular dialog with the Severely Disabled Employee Representative as well as the Works Council and ensure that both the company

agreement and a pending inclusion agreement are regularly reviewed and adapted where necessary – always with the goal of creating the best possible framework conditions for disabled and equivalent employees.

We are signatories to the Diversity Charter. In addition, our Head of Sustainability, Communications & Public Affairs, Katharina Bathe-Metzler, is an Ambassador for the international Target Gender Equality Accelerator operated by the UN Global Compact. This six-month intensive program, which was launched in June 2025, supports companies in strategically and quantifiably further developing their measures to promote gender equality.



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Policies and concepts relating to equal treatment and opportunities for all

Diversity and Anti-Discrimination Policy

Scope of application

Techem Group

Availability

Internal (intranet, training and diversity network)
and external ([Techem website ↗](#))

The Diversity and Anti-Discrimination Policy underlines Techem Group’s commitment to diversity, equality and inclusion as per the UN Guiding Principles, ILO principles, OECD recommendations and the Diversity Charter. It defines the central focal points and targets, specified responsibilities for DEI (Diversity, Equity and Inclusion) subjects, and describes how to handle discrimination.

The policy applies group-wide for all employees, in particular managers, all organizational units as well as independent contractors and individual people who work in the name of or on behalf of Techem.

Overall Company Agreement on Potential Management and Career Planning

Scope of application

Techem Germany (with the exception of DMG Group)

Availability

Internal (intranet and training)

This agreement regulates the goal and process of potential management including potential appraisals for all employees and managers. The goal is to open up individual development opportunities for employees and support talented individuals. The policy refers to the UN Guiding Principles, ILO core labor standards and OECD principles.

Overall Company Agreement on Annual Employee Appraisal and Agreement of Targets

Scope of application

Techem Germany (with the exception of DMG Group)

Availability

Internal (intranet and training)

The agreement sets out the process and documentation of annual employee appraisals as well as the clarification of target agreements. Alongside a description of the purpose of annual employee appraisals, the

agreement explains the process for discussions, possible differences, and electronic recording. The goal is to ensure clear processes for performance assessment and target definition.



Actions relating to equal treatment and opportunities for all

Execution of training and skills development actions

In June 2025, Techem Academy hosted the seventh Learning Days for all Techem employees in Germany. This event was again focused on being fit for the future and digital transformation. In total, over 6,300 people participated in more than 41 learning opportunities, delivered by 50 speakers, of whom around 82% were internal employees. In total, more than 5,800 hours of learning took place within the two days.

In accordance with our purpose of “working together to ensure the digital energy transition in buildings”, Techem Academy is responsible for the “Techem Metaverse for Learning” project. The intention with the metaverse is to create a virtual, futuristic energy efficiency learning center. It enables employees to put themselves in our

customers’ shoes, experience their journey through the entire energy solution portfolio and shape this journey to suit the specific requirements of each target group.

We opened our Learning Lab in Eschborn in September 2024. It offers employees a space for creative ideas, personal development and dialog – supported by advanced technology, workshops and interactive learning formats.

Raising employee awareness of climate and environmental protection

We would like the expansion of knowledge in our own company to make a positive contribution to society beyond the limits of the company itself.

In September the fifth sustainability week took place – featuring presentations and various activities such as a sustainability quiz, book exchange, cellphone collection campaign, repair service, and veggie day in the canteen.



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Techem also undertakes voluntary projects every year: For example, in 2025 we held workshops for children on the subject of renewable energies, participated in the climate camp in Eschborn and provided mentoring for the Bottrop technical college – which won first place in the 2025 Energy-Saving Champion competition. Through such initiatives as these Techem combines education, commitment and climate protection in practice.

Campaigns to raise employee awareness also took place at the international locations. In Poland, an annual meeting takes place to present the Sustainability Report along with an overview of local sustainability activities. In Denmark and Norway, the UN Sustainable Development Goals (SDGs) are used in both internal and external communications. Several international sites also gave training or used posters and local campaigns to raise employee awareness of environmentally friendly behavior, for example waste separation or the use of digital instead of analog processes.

Refinement of talent development programs

Throughout the 2025 financial year, our employees were able to take part in various talent development programs to advance their professional development. The content covered by the programs includes digital skills, AI knowledge, leadership skills and methods for team and project management, with specific topics ranging from agile methods and energy management to diversity and resilience.

Employees who are working toward a management or expert career path can apply each year for the Techem strategic development program called “STEP” for our specialists or “Next STEP” for our experts and managers. The 18-month program consists of seven modules, one project, 360° feedback and other dialog formats with the target of enhancing personal and professional development, business understanding, and networking of high-potential individuals. The program is advertised group-wide, and for that reason there was also an international “Next STEP” group in 2025, alongside the German one.

13 employees took part in our “Digital Growth Leadership Learning Journey” in 2025 (2024: 16). Of particular note is the fact that the target group consisted not only of managers, but also of employees who do not have direct leadership responsibility but do hold project or customer responsibility. Learning content covered included improving leadership skills, change management and team management.

Implementing our Diversity Roadmap

At Techem we aim to promote an inclusive and diverse environment through awareness-raising, fair framework conditions and a clear zero-tolerance approach to discriminatory behavior. Techem Germany is tackling the topic of D, E & I together with a large number of internal stakeholders. In 2025, we introduced steps for more diversity, inclusion and equal opportunities based on our diversity roadmap. This plan includes key areas of action, targets, KPIs and actions (see [page 83](#) .

Establishing employee networks

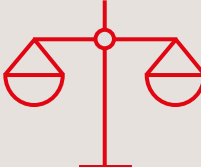
Employee network Diversi-T, founded in 2022, promotes diversity, inclusion and awareness of D, E and I topics in everyday working life. The aim of this network is to promote individual diversity among colleagues and anchor it in our daily actions and work. The Diversi-T network actively strengthens the workforce’s awareness through various measures and creates a safe space for dialog. In 2025, the focus was on sexual orientation and inclusion – with educational work by means of an intranet page, workshops, meet-ups and practical exercises concerning barriers in working life.

In 2025 Techem organized nine round tables from various departments with a view to better understanding the expectations of Gen Z. These events focused on intergenerational talk, in which guests from different age groups were invited to the discussion. The format promotes cross-generational dialog and creates new momentum for a modern working world.



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Diversity roadmap

Focal points	KPIs	Targets	Measures	Status
 For more awareness and inclusion	› Number of employees in employee networks: 87 (2024: 59) › Measurement of employee approval of inclusive leadership in 360° feedback: completed	A more aware workforce	Ongoing strengthening of internal D, E & I communication	
		Managers who act as role models	Mandatory training for managers on inclusive leadership conducted in the 2024 financial year.	
		Strong employees with diverse characteristics	Introduction of Gen Z round table completed	
			A survey was conducted to identify support options for caregivers ¹	
 For fair framework conditions	› Share of women in management positions: see page 85  › Gender pay equality: see page 86  › Mentees with diversity characteristics: 12 › “berufundfamilie” audit certificate: received	Unbiased recruitment procedures	Use of alternative platforms to address diverse applicants began in the 2022 financial year and was expanded in the 2025 financial year	
		Equal opportunities for development and career advancement	A quota for women in management and talent development programs has been introduced and implemented on an ongoing basis	
			A mentoring program for employee groups with diversity characteristics was implemented in the 2025 financial year	
		Fair working conditions	Implementation of measures for an accessible website	
			Receipt of the first interim berufundfamilie audit	
 Against discrimination	› Number of reported cases of discrimination	Clear consequences for discriminatory behavior	See 2024 Sustainability Report 	

Further employee satisfaction measures have been implemented as part of the “berufundfamilie” audit (see [page 73](#) ).

¹ This measure was carried out in place of the originally planned survey on the needs of people with disabilities or mental illness.

 Implemented  Ongoing  In planning



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Execution of recruitment actions for greater diversity

D, E & I aspects also played a major role in our recruitment processes during the 2025 financial year. The recruitment team has previously performed analyses with the aim of addressing as diverse a range of target groups as possible. We regularly review and expand our recruiting channels in order to position ourselves as diversely as possible. Since the 2025 financial year, we have advertised all roles as both full-time and part-time. Our job advertisements are worded in a gender-neutral way and are supplemented with notes on diversity and inclusion. In addition, the appeals we use to convince potential recruits have been adapted to address diverse candidates. Examples include flexible working hours or individual development to management or expert level.

²⁶ DMG companies are excluded.
²⁷ DMG companies are excluded.
²⁸ DMG companies are excluded.

Targets relating to equal treatment and opportunities for all

Training employees in sustainability

In the 2024 financial year, 99.2% of employees at all German²⁶ and international sites took part in bi-annual sustainability training. Our goal is to reach a training rate of 100%. For employees in the EES segment (contracting) there are additional e-learning courses on the economical use of energy and water, each of which concludes with a knowledge test.



Strengthening women in management positions

Techem pursues a clear strategy for promoting diversity and equal opportunities in all areas. A central component of this strategy is increasing the share of women in management positions. With a figure of 35.3% at the end of the financial year, we achieved our goal of women holding 35% of management positions in Techem Group²⁷ by the end of 2025.

Bringing women on board for development programs

Another important component of our diversity strategy is the promotion of women in our programs for developing high-potential individuals. Our target of maintaining the share of women in these programs at at least 50% annually was achieved again in the 2025 financial year. The share is 50% (2024: 52).

Target: 50.0% female participants in Techem development programs for high-potential individuals

Annual target	50.0%
FY 2025	50.0%
FY 2024	52.0%
FY 2023	42.8%
FY 2020 ¹	25.0%

Scope of application: Techem Group excluding DMG companies
¹ Starting value

Learning hours per employee

Techem employees in Germany²⁸ attended an average of 20.1 hours of leaning and further training measures in 2025 (2024: 21.5). To enable a stronger focus in future on the quality of learning opportunities rather than their quantity (measurement of learning hours), a Learning Impact Factor is currently being developed. This key figure is intended to serve as a measurement parameter for the efficacy and actual benefit of learning and further training measures, and to gradually replace the previous target relating to the number of learning hours. After the initial survey, target parameters for the coming years will be defined based on the results. The target is to measure learning success in a more sustainable and practically oriented manner, and therefore promote the further development of the learning culture in the company.



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Including people with disabilities

In the context of our commitment to the employment and inclusion of persons with disabilities, in Germany we strive each year to exceed the statutory minimum share of over 5% of employees with a severe disability. In 2025 we again achieved this target with a share of 6% (2024: 6.1).²⁹ The “For more awareness and inclusion” focal topic is firmly anchored in our Diversity Roadmap (see [page 83 ↵](#)), and also plays a central role in the area of recruitment.

We have a Severely Disabled Employee Representative in place to manage all concerns of persons with disabilities or employees at risk of becoming disabled. This individual promotes integration, provides support during the equal treatment process, takes part in Works Council meetings and acts as a point of contact for employees.

²⁹ DMG companies are excluded.

 Metrics relating to equal treatment and opportunities for all

Composition of our workforce

To provide a transparent insight into the composition of our workforce, the following tables show the distribution of our employees as well as our managers by gender and age groups. Transparency regarding the composition of our workforce is an important tool for us in making developments visible and deriving action areas to achieve greater diversity.

Employees by gender and age GRI 405-1

	FY 2025	FY 2024	FY 2023
Distribution by gender			
› of which female	45.7%	46.3%	45.8%
› of which male	54.3%	53.7%	54.2%
› of which other genders	0.05%	0.03%	0.03%
Age structure			
› under 30 years old	12.9%	13.6%	14.1%
› between 30 and 50 years old	53.4%	53.2%	53.6%
› over 50 years old	33.7%	33.2%	32.3%

The data refer to all active employees worldwide as at September 30 of the relevant FY, including apprentices but excluding managers at management levels 1-4 at Techem companies as well as temporary workers.

Managers by gender and age GRI 405-1

	FY 2025	FY 2024	FY 2023
Distribution by gender			
› of which female	34.4%	31.9%	30.2%
› of which male	65.6%	68.1%	69.8%
› of which other genders	0%	0%	0%
Age structure			
› under 30 years old	2.6%	3.5%	1.6%
› between 30 and 50 years old	52.7%	52.4%	54.8%
› over 50 years old	44.6%	44.1%	43.6%

The data refer to all managers at management levels 1-4 at Techem companies worldwide as at September 30 of the relevant FY.



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Gender pay equality

Under the German Act to promote Transparency in Wage Structures among Women and Men, employees in Germany are entitled to receive information about their personal remuneration. In the 2025 financial year, eight employees (2024: 13) in the German Techem companies asked for and received this information.

Techem carried out a gender pay equality audit in Germany for the third time in the 2025 financial year, and established a determination and reporting process. The gender pay equality indicator specifies the difference in salary between men and women as a percentage. We calculate this indicator for different function levels using the mean value of the basic salary. Within Germany, salary levels are determined by means of a role evaluation system which enables a uniform assessment.

We also calculate the difference in basic salary, taking into account the variable remuneration component.

Gender pay equality in Germany GRI 405-2 ☒

	Position	Gender pay equality – basic income			Gender pay equality – basic income + variable remuneration		
		FY 2025	FY 2024	FY 2023	FY 2025	FY 2024	FY 2023
Seniority ↑	Manager II	–2.9%	–3.6%	–1.2%	–5.2%	–7.7%	–5.0%
	Expert/Manager III	–7.0%	–6.1%	–7.1%	–10.3%	–9.1%	–9.6%
	Expert/Manager IV	–7.8%	–7.9%	–8.0%	–10.0%	–10.5%	–11.2%
	Professional I	0.3%	–2.0%	–3.1%	–1.5%	–3.2%	–3.3%
	Professional II	2.1%	1.6%	1.7%	2.1%	1.6%	1.7%
	Professional III	–6.0%	–6.9%	–7.9%	–6.0%	–6.9%	–7.9%

The data refer to all active employees in Germany as at September 30 of the relevant FY, but excluding temporary workers. Apprentices and young professionals are also not included in the calculation as they receive fixed remuneration. No data could yet be generated for employees of DMG companies. Works Council members are outside the scope due to their function. No gender pay equality was determined at the C-suite level, since this level does not contain different genders. The “other genders” category was not included for data protection reasons, and part-time positions were extrapolated to full-time equivalents. For the purpose of the calculation, we selected all German Techem locations – excluding those of DMG companies – as the most important operating sites.

During the individual salary adjustment process in 2025, we focused specifically on gender pay equality, among other things. From now on, gender pay equality in Germany will be analyzed and disclosed every year, and taken into account as a focus topic when making individual salary adjustments.



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Training and education

Our learning management system gives employees (full-time, part-time, temporary and permanent) throughout the group access to a varied range of learning opportunities aimed at building skills and competencies that are relevant to us. We are continuously developing this system to improve the user experience, functionalities and learning portfolio. In the 2025 financial year, Techem Academy provided 1,109 courses (2024: 780) in Germany – of which 90% (2024: 93.7) were in digital format – and 1,828 (2024: 1,451) courses group-wide – of which 94% (2024: 96.6) were in digital format. Of these, more than 74% in Germany (2024: 68.2) and 84% group-wide (2024: 82.8) were used on a non-location-specific and non-time-specific basis.

A total of 54 employees took part in our talent development programs (2024: 75). Of these, 13% (2024: 13.3) at international locations, and 50% (2024: 52.0) are women.

On average, the course portfolio received a rating of 4.5 out of 5 stars in 2025 (2024: 4.6), meaning that 90% of our employees are satisfied with the learning opportunities we offer (2024: 92). Our training and talent development programs are open to all employees (full-time, part-time, temporary and permanent).

Training hours GRI 404-1 ☒

	Techem Germany				Techem Group			
	FY 2025	FY 2024 ¹	FY 2023	Relative change from previous year	FY 2025	FY 2024 ¹	FY 2023 ²	Relative change from previous year
Average number of training hours by gender	20.1	21.5	33.0	–6.6%	11.4	12.8	21.0	–10.2%
› of which female	20.1	21.7	35.2	–7.1%	11.1	12.7	22.1	–12.3%
› of which male	20.1	21.4	31.3	–6.2%	11.7	12.8	20.2	–8.6%
› of which other genders	n.a. ³	n.a. ³	n.a. ³	n.a. ³	n.a. ³	n.a. ³	n.a. ³	n.a. ³
Average number of training hours by employee category	20.1	21.5	33.0	–6.6%	11.4	12.8	21.0	–10.2%
› Management levels 1-4	19.6	18.6	38.0	5.2%	10.9	10.9	21.1	0%
› Salaried employees	20.1	21.8	32.5	–7.6%	11.5	13.0	21.0	–11.2%

The data refer to all employees as at September 30 of the relevant FY, including apprentices but excluding temporary workers. The average number of training hours per employee is shown. In the case of our international companies, only mandatory training courses that can be tracked via the central HR system are included. The central HR system does not record personalized training.

¹ In FY 2024, the calculation basis was adapted to all active employees worldwide as at September 30, including apprentices but excluding temporary workers. In addition, the total learning time for mandatory training in FY 2023 was higher than in FY 2024.

² In FY 2023, the number of training hours was recorded group-wide for the first time.

³ We do not report this figure in order to comply with the General Data Protection Regulation (GDPR). Since only two people of other genders are currently employed, the number of training hours could be used to draw conclusions about their working behavior.



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Employee appraisals

During employee appraisals, managers and employees discuss which advanced training measures would be most appropriate. The formats vary depending on the national company. In Germany³⁰, there is an annual assessment of how employees can develop professionally and what training courses they need to complete for this purpose. 89.2% (2024: 95.3) of employees received a regular assessment of their performance and development in the 2025 financial year. Next development steps and targets are discussed on this basis. Separate skills requirements apply for managers. In Germany, employees can request a mid-year check, which involves a second, shorter appraisal interview. In addition, employees should obtain feedback from colleagues in advance. This feedback supports managers in their assessment, promotes a feedback culture and increases our employees’ ability to self-reflect. In the 2024 financial year the first international countries successfully went through this outlined employee appraisal interview process with the aid of Workday. This was expanded to all countries in 2025, to promote Techem’s culture of performance and learning.

³⁰ DMG companies are excluded.

Review of performance and career development

GRI 404-3



	Techem Germany				Techem Group		
	FY 2025 ¹	FY 2024 ¹	FY 2023 ¹	Relative change from previous year	FY 2025 ²	FY 2024	Relative change from previous year
Share of performance reviews received by gender	89.2%	95.3%	95.3%	–6.5%	78.9%	93.1%	–15.2%
› of which female	89.2%	95.1%	95.2%	–6.2%	75.4%	93.3%	–19.1%
› of which male	89.2%	95.5%	95.5%	–6.6%	81.6%	93.0%	–12.2%
› of which other genders	92.3%	100%	100%	–7.7%	92.3%	100%	–7.7%
Share of performance reviews received by employee category	89.2%	95.3%	95.3%	–6.5%	78.9%	93.1%	–15.2%
› Salaried employees	89.6%	96.3%	95.7%	–7.0%	78.3 %	93.9%	–16.6%
› Management levels 1-4	85.3%	86.5%	91.7%	–1.4%	84.1%	86.4%	–2.7%

¹ The data refer to all active employees in Germany as at September 30 of the relevant FY, including apprentices but excluding temporary workers and employees of DMG companies. The calculation is based on the average headcount.

² The data refer to all employees in Germany specified in footnote 1. In addition, in FY 2024, data were recorded in two additional countries (Austria and Italy) for the first time. Expansion to the whole group is planned for FY 2025.

Reports relating to discrimination cases

In the 2025 financial year, one incident of discrimination was reported at Techem (2024: one). Appropriate measures under employment law were implemented for this incident.

Cases of discrimination

GRI 406-1



	FY 2025	FY 2024	FY 2023
Reported cases of discrimination	1	1	4

In the 2024 year, one incident of discrimination was reported at Techem. Appropriate measures under employment law were implemented for this incident. In addition, we once again raised our employees’ awareness of the issue.

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Workers in the value chain

Compliance with social standards and human rights in the value chain is of central importance to us. We work with service providers whose employees make essential contributions to the provision of our services. In this way, with clear specifications and actions, we promote responsible collaboration in the value chain.

Our material impacts in terms of workers in the value chain

As a globally active company, Techem also works with a global network of suppliers. We rely on international supply chains, particularly with respect to services and technical components. Despite various actions to increase transparency in supply chains, we believe that there is a material possibility that breaches of human rights may occur in the upstream value chain. This particularly includes breaches of ILO core labor standards. The impact here is generated not due to our own activities but due to the existing business relationships with suppliers.

 S2 Workers in the value chain

IRO		Value chain	Time horizon
Equal treatment and opportunities for all (supply chain)			
Violations of human rights in the upstream value chain		Impact (potential, negative)	●○○
●○○ Short-term ○●○ Medium-term ○○● Long-term		Upstream value chain	Own business area Downstream value chain

Features of workers in the value chain

In our upstream value chain there is a particular focus on device manufacturing and procurement and processing of the raw materials and components required for this (see [page 11 ↗](#)). Workers who may potentially be affected by violations of human rights are involved in all of these processes. In Techem’s downstream value chain, various services are performed by employees

of external service providers. Only a very small proportion of the workers are employed by means of temporary work contracts.

Their activities comprise:

- › Installation: Independent companies are used to install or repair Techem devices in properties. The fitters use Techem materials and make sure that the devices are in working order.

- › Meter reading: We also use self-employed persons and small companies to read the Techem devices in properties. In most cases this relates to properties that are equipped with radio-enabled devices.



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- › Call centers: Call center staff receive specific training on our company’s processes and work successfully for Techem. This ensures that Techem is also available outside of typical office working hours.
- › Other: Employees who cannot be allocated to any of the other categories (e.g. reception).

GRI 2-8

The total number of employees working for the aforementioned service providers as at the cut-off date September 30, 2025, was 2,569 (2024: 2,159) by headcount.

Complaints procedure and corrective actions

Techem ensures that workers in the value chain can report concerns or grievances in various ways. Techem uses the Whispli platform for whistleblower channels. “Tell Techem” is geared toward stakeholders, and “Whispli” is the internal channel for employees. The whistleblower channels can be used in 17 languages and also allow completely anonymous reports where needed. Tip-offs can additionally be submitted directly by emailing compliance@techem.de or in the context of a one-on-one discussion. All tip-offs are treated confidentially (see [page 104](#)).

Techem implements systematic actions to strengthen trust in these systems. The foundation for this is the procedural ordinance on the complaints procedure as per Section 8, Supply Chain Due Diligence Act.

The following applies here: Anyone who submits reports must be protected and must not fear any negative consequences.

Techem pursues a clear prevention approach and relies on systematic remedying of causes. Currently, there are no financial compensation payments to affected workers as a result of breaches being identified.

Techem relies on systematic corrective and preventive measures to effectively remedy grievances and sustainably prevent future violations. Further information on our whistleblower system can be found in the Governance section (see [page 100](#)).

Strategic approach

Techem bears responsibility not only for its own employees but also for workers in the upstream supply chain. The goal is to minimize risks relating to human rights law, promote fair working conditions, and ensure the protection of supplier employees through systematic review and control measures. A central element here is the systematic review and assessment of suppliers (see [page 105](#)).



Policies and concepts

Code of Conduct for Suppliers

Scope of application

Techem Group

Availability

Internal (intranet and training) and external ([Techem website](#))

Techem has a Code of Conduct for Suppliers to minimize risks in the supply chain and strengthen fair working conditions. The Code of Conduct for Suppliers is described in more detail in the Governance section (see [page 107](#)).



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 Actions

Responsible procurement of work clothing

For our employees in Germany and Austria, we procure work clothing from a long-standing supplier which is a member of the amfori BSCI initiative, an international business network for promoting responsible supply chains and fair working conditions. As such it is committed to high social and ecological standards along its supply chain. An OEKO-TEX® certificate is available for the majority of the products it uses; this confirms compliance with audited requirements for freedom from pollutants as well as environmental compatibility. Because not all products are able to receive this certification, it applies in each case where this is possible both technically and from a production perspective.

In a voluntary declaration of principles, our supplier has clearly set out and documented its responsibility with respect to human rights, work conditions and sustainability. In this way, we take responsibility for the wellbeing both of our employees and beyond our own company limits, and promote fair and sustainable work and production conditions.

 Targets

Holding four Human Rights Committee Meetings in the course of the year

Techem has set itself the target of holding at least four meetings of the Human Rights Committee each year. This body monitors the implementation of due diligence obligations under human rights law and steers the further development of the internal complaints mechanism as well as risk assessments along the value chain.

The target has applied since the 2024 base year, during which ten meetings took place. The target was exceeded again in the 2025 financial year.

The Human Rights Committee is composed of the Group Compliance Officer, the Head of Sustainability, Communications & Public Affairs and the Group Risk Manager, and reports regularly to the Management Board. It makes a decisive contribution to identifying human rights risks in the supply chain, developing preventive measures, and ensuring transparency for all stakeholders.

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Consumers and end-users

Healthy and satisfied customers and tenants are key to our company’s success. We therefore regularly survey our customers’ satisfaction and take actions to improve it. In addition, Techem offers services and products that help to improve health protection in properties.

Our material impacts with respect to consumers and end-users

Our target is to achieve savings for tenants through efficiency wins, with a view to reducing their ancillary costs and increasing their quality of life.

In addition, the safety of tenants is at the heart of Techem’s business activities: For example, the smoke alarm service offers fire detection while the legionella service ensures drinking water quality.

At the same time there is the continuing challenge of offering customers reliable and easily accessible support. Negative impacts on consumers and end-users due to incorrect bills, limited customer service or inadequate solutions to problems are assessed as material.

 S4 Consumers and end-users

	IRO	Value chain	Time horizon
Information-related impacts for consumers and/or end-users			
Cost saving for tenants due to energy gains arising from the “Digital Boiler Room”	Impact (actual, positive)		○●●
Inconvenience for customers, for example due to incorrect bills, poor availability of customer service, slow resolution of problems, unfriendly guidance	Impact (actual, negative)		●○○
Reputation enhancement thanks to satisfied tenants who talk positively about Techem among property managers/landlords and rate Techem highly	Opportunity		○○●○
Personal safety of consumers and/or end-users			
Increasing safety in apartments and public buildings by means of fire detection (smoke alarm service) and increasing drinking water quality (legionella service)	Impact (actual, positive)		○○●●
(Inadvertent) mishandling of customer data as well as potential lack of security precautions to counter cyber attacks or data loss	Impact (potential, negative)		●○○○
●○○ Short-term ○●○ Medium-term ○○● Long-term			
◀ Upstream value chain  Own business area ▶ Downstream value chain			



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The potentially improper handling of customer data as well as a lack of security precautions against cyber attacks or data loss represent a possible negative impact. Awareness and responsible handling of these negative impacts is essential for us to be able to strengthen customers’ and tenants’ confidence and guarantee a sustainable, secure service experience.

Our material opportunities with respect to consumers and end-users

We see our close contact with customers and tenants as a source not only of challenges arising from (potential) negative impacts, but also opportunities for Techem. Satisfied tenants who talk positively about Techem and leave positive reviews of property managers and landlords can contribute to significant reputation enhancement that also enables positive financial opportunities.

Features of consumers and end-users

The end-users of Techem’s products and services are predominantly tenants in apartment buildings, whose heating and operating costs are billed for via Techem. They are not in a direct contractual relationship with Techem, but are instead involved via the landlord or property management.

Inclusion of tenants

Our Techem Experts market research platform not only allows us to reach customers, but also to keep the needs of tenants in view. For example, we ask them how satisfied they are with our appointment scheduling, meter reading and billing. They can also make suggestions for improvements. In the 2025 financial year, a total of 21 qualitative and quantitative surveys (2024: eleven) were conducted in Germany.

Complaints procedure and corrective actions

As one of the largest data processors in our industry, we are aware that data protection and security are essential to our core business. We therefore handle customer data with care and ensure that consumption information is stored securely. This policy forms the basis for the trust that our customers and tenants place in us. We monitor all data protection processes in a data protection management system and oversee implementation of required measures. We also follow our own data protection and information security policies in our work and have established a complaints management system. Our employees can submit grievances about data protection to a dedicated email address.

Strategic approach

For us, customer service means consistently aligning our decisions and processes with the needs of our customers. We want to ensure that they are satisfied and that they perceive us as a reliable, fair and approachable partner.

Data protection and information security

At Techem, it is the respective Managing Directors of the companies who are responsible for compliance with data protection regulations. Techem Germany has a data governance organization in place for the operational implementation of data protection, which ensures that the company’s data complies with all quality, data protection and security requirements. All Techem companies have appointed data protection officers or additional data protection coordinators who offer implementation advice, set out policies and monitor compliance with the applicable measures. The data protection officers and data protection coordinators of the countries report to the Group Data Protection Officer. A dedicated information security team ensures that data are handled securely. The Group Data Protection Officer and the Head of Information Security report to the RAC of the Advisory Board on a quarterly basis.

Alongside policies and best practice recommendations, the ISO 27001 standard in particular serves as the basis for our data security measures. Techem implemented an information security management system and had its critical business processes in Germany certified in accordance with this standard for the first time in 2022.



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This annual certification was extended to the core systems of our EES segment (contracting) in the 2025 financial year. Adjusting the requirements to align with the ISO 27001 standard has delayed the scheduled certification of international companies which is now planned by 2028. In the context of the certification, four external site audits to review information security were performed in the 2025 financial year.³¹

To validate the implementation of data protection, we have been performing an extensive internal and external data protection audit for all Techem national companies on an annual, rotating basis since the end of 2021.³² In the 2025 financial year an internal audit was carried out to review our data protection compliance.³³

Customer satisfaction

At Techem we attach great importance to customer satisfaction. Responsibility for this is organized on a country-specific basis and lies either with a dedicated Customer Services department or directly with the Managing Director, depending on the size

of the company in question. In the 2025 financial year we evolved our customer service strategy with a strong focus on centering customers. In accordance with this strategy, we have set ourselves targets and created a corresponding Customer Service Roadmap for achieving them. To make it possible to measure our success, in the 2025 financial year we conducted a pilot project reimagining how we measure customer satisfaction (see [page 97 ↴](#)). We are also planning further measures which are intended to open up more self-services for our customers and reduce complexity. Additional to this, in customer projects we are already using agile working methods which are technologically and conceptually optimized and implemented by product and service owners or developers and architects.

Techem Germany’s customer service is steered by the Customer Service team, which particularly concentrates on the refinement of our digital services with a view to enabling optimal and intuitive property support for our customers.

Energy-efficient consumer behavior

Transparency on consumption and costs generates awareness for energy-efficient behavior. We would like to play a key part in this with our products and services, as well as by providing additional information on the subject of energy efficiency.

We offer consumption-based heat and water cost billing in 7 million households (2024: 6.8 million) in Germany and in a total of 13.7 million households (2024: 13.4 million) worldwide. Following the implementation of the EED, tenants within the EU receive consumption information over the course of the year – in addition to the annual consumption statement. This means that any potential savings can be identified at an early stage.

Techem has integrated specific services into its portfolio which are designed to help our customers keep an eye on the energy costs and CO₂ emissions of their properties, as well as to comply with current regulatory requirements. This includes an online service for individual energy cost

forecasts and a CO₂ cost calculator that provides support for assessing the CO₂ fee between landlords and tenants, for better plannability and well-founded investment decisions.

In addition, Techem raises employee awareness with tips on how to correctly handle heat and warm water via the website, social media and newsletter. In Denmark, tenants can monitor their consumption via app and set consumption alarms.

Personal safety of tenants

It goes without saying that we protect tenants’ health by constantly monitoring the impact of our activities. Beyond that, our portfolio also includes products and solutions to improve residential health. Such products and solutions, as well as the impact of digital infrastructures, are examined from all perspectives by our Product Management. The safety of heat generation systems is guaranteed by the EES segment (contracting).

³¹ DMG Group is excluded.

³² The national subsidiaries in Brazil and Switzerland are exempt from this, as they are not subject to the GDPR. Starting in 2025, the data protection audit will also be conducted for Switzerland.

³³ DMG companies are excluded.



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Keeping legionella concentrations low

In partnership with renowned institutes, Techem offers a professional all-round solution for systemic legionella testing in accordance with the German Drinking Water Ordinance; from an expert inspecting the drinking water system and taking samples to transmitting the laboratory findings, informing tenants and providing any necessary refurbishment consulting. Regular inspections help expose weak points in buildings’ drinking water supply systems. On this basis, we can make recommendations for a more sustainable use of resources.

We are contractually obligated to test legionella concentration in around 42,400 (2024: around 46,400) drinking water systems in German buildings on a regular and timely basis. We routinely take samples from around 235,000 (2024: around 265,000) outlets in these buildings. To carry out the legionella testing, we work together with institutes which are responsible for sampling and analysis. The sample data is recorded via an app and transmitted to us. Relevant DIN standards and worksheets issued by the German Technical and Scientific Association for Gas and Water are taken into account during testing.

In the last financial year the unit was reorganized in such a way as to lay the groundwork for offering even more comprehensive service in drinking water hygiene. As a result we incorporated inspection for lead in drinking water during the 2025 financial year and further optimized the service for the private customer segment.

Protection by means of smoke alarms

Property owners in Germany are required by law to equip homes with smoke alarms and ensure that they are in working order. To meet this requirement, Techem offers them high-quality ten-year smoke alarms with a CE label in accordance with EN 14604. These smoke alarms also carry the Q label, an independent certification attesting to their high quality and reliability, and are equipped with functions that allow full remote inspection in accordance with DIN 14676-1. Around 92% (2024: 90%) of the smoke alarms covered by Techem’s service can be checked via remote radio inspection.

Should any problems arise between the annual tests, tenants can call a free 24-hour hotline. We are able to resolve issues within a few working days. In addition to the annual remote inspections, owners can also commission us to carry out inspections twice a month. This increases the chance of detecting and eliminating any faults or defects at an early stage.

The new Multisensor Plus expands the smoke alarm function by adding carbon monoxide, heat, temperature and humidity sensors. It therefore supports a healthy indoor climate for tenants and fulfills the requirements of the GDPR. Its use has been being gradually rolled out in several federal states since September 2024.

Use of reliable radio technology

The impact of radio signals on people has long been the subject of public debate. To prevent negative health effects, we regularly have the electromagnetic compatibility of the radio systems Techem uses checked by independent organizations. One expert opinion has found, for example, that there is no evidence of Techem’s radio systems having any harmful or health-relevant effects on the human body. All Techem devices undergo testing in accordance

with the relevant standards and meet the requirements of the relevant European directives. Compared to other radio devices, the radio emissions produced by Techem devices are among the weakest encountered in everyday life. For example, the transmission energy emitted during a four- to five-minute cell phone call is equivalent to a whole year’s worth of energy emitted by a Techem radio device.

 Policies and concepts

Data Protection Policy
Scope of application
Techem Group
Availability
Internal (intranet and training)

Our company-wide Data Protection Policy covers all relevant aspects of data protection. This includes compliance with data protection provisions as per the GDPR and the definition of standardized data protection policies. It addresses our own employ-



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ees, independent contractors and individuals as well as business partners and suppliers.

Data Breach Notification Policy
Scope of application
Techem Group
Availability
Internal (intranet and training)

To protect personal data, Techem has established a binding Data Breach Notification Policy. This defines a clear reaction plan for the event of a breach in the protection of personal data, and ensures that legal requirements of the GDPR are complied with at all times. The policy addresses both employees and external data subjects such as customers, depending on the type of incident.

In the case of a data breach, all affected groups of people are comprehensively taken into account and promptly notified. In this way Techem guarantees that the rights of employees, customers and other stakeholders are protected and legal reporting obligations are complied with.

The policy is closely linked with the specifications of the GDPR and supplements the company’s existing data protection and information security management system. It underlines Techem’s responsibility for the integrity and security of personal data, and is a central component of our compliance system.

Information Security Policy
Scope of application
Techem Group
Availability
Internal (intranet and training)

The protection of data and information technology (IT) systems is a central component of Techem’s business responsibility. With the Information Security Policy, the company has established a binding framework that ensures compliance with the highest security standards. The basis for this is establishing and operating a company-wide Information Safety Management System (ISMS) in accordance with ISO 27001. The policy applies for all employees and commissioned service providers as well as for external partners who are given

access to IT systems, and obliges them to systematically identify and assess risks in the area of information security and to minimize them with suitable measures. Such measures include regular training, awareness-raising measures and technical and organizational precautions that guarantee the protection of personal and business-relevant data.

All relevant employees and external service providers are obliged to participate in corresponding training. Particular attention must be paid to customer data that are explicitly classified as particularly worthy of protection in the context of the ISMS. With this policy, Techem underlines its aspiration to anchor information security as an integral component of governance. It makes a considerable contribution to strengthening trust among customers, partners and employees and ensuring the long-term protection of sensitive data.

Information Security Guideline
Scope of application
Techem Group
Availability
Internal (intranet and training)

The Information Security Guideline sets out the organization and roles in the area of information security, regulates the classification of information and defines clear processes for the management of security incidents. It is an integral component of the company-wide ISMS and is oriented on the ISO 27001 international standard.

The guideline is aimed at employees, managers and commissioned external service providers with access to IT systems. Affected stakeholders have been actively involved in the development of the policy. The regulation also includes consumers and end-users, in as far as their data are protected by IT security measures.



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 Actions

Undergoing an audit to verify data protection compliance

To validate the implementation of data protection, we have been performing an extensive internal and external data protection audit for all Techem national companies on an annual, rotating basis since the end of 2021.

And in the 2024 financial year an external audit was carried out to review our data protection compliance. The goal of these audits is to independently review compliance with the Data Protection Policy, detect any vulnerabilities and ensure verifiable compliance with the GDPR in all relevant company departments and at external partners. With these audits, Techem addresses risks such as improper handling of customer data or insufficient measures to protect against cyber attacks and data losses.

No critical findings (main deviations) were found in the course of regular internal audits on data protection and information security in 2025.

³⁴ DMG Group is excluded.
³⁵ DMG Group is excluded.

Performance of technical penetration tests

Techem has performed at least five penetration tests each year since 2023.³⁴ The goal of these is to review the IT system’s resistance to cyber attacks and identify possible vulnerabilities at an early stage. These regular tests reduce the risk of undetected use of customer data as well as insufficient measures to protect against cyber attacks and data losses. The action is found to be effective in that no actual critical data privacy breaches have been recorded.

Sending of simulated phishing emails

All employees in Techem Group have received at least twelve simulated phishing emails per year since 2023 to sharpen their awareness of cyber risks and train them in how to safely deal with suspicious emails. Regular simulations significantly reduce the risk of data losses and cyber attacks arising from unintended misconduct. The action is found to be effective in that no actual critical data privacy breaches have been recorded.

External site audits to review information security

Since 2023, Techem has been performing at least four external site audits each year to review the efficacy of information security measures.³⁵ The goal is to ensure compliance with internal policies as well as the requirements arising from ISMS in accordance with ISO 27001 and to detect possible vulnerabilities at an early stage.

This action supplements internal audits and addresses risks such as improper handling of customer data or insufficient measures to protect against cyber attacks and data losses. The action is found to be effective in that no actual critical data privacy breaches have been recorded.

Pilot project reimagining how we measure customer satisfaction

A pilot project for developing how we measure customer satisfaction was launched in the reporting year. The goal of this initiative is to be able to systematically record and assess our customers’ satisfaction level along all relevant touchpoints.

Currently, a survey to obtain feedback on service quality is conducted using the phone as the touchpoint. This approach has now been expanded to our five most important business processes in the course of the pilot project. In this process, satisfaction with the processing of concerns is recorded and the results are assessed and serve as the basis for deriving targeting improvements in processes as well as tailored training measures for employees.

Based on the pilot results, this is now gradually being rolled out to all processes and additional touchpoints are being reviewed. In this way, we are creating a uniform approach for continual improvement of service quality and customer experience.

Expanding the self-service offering for customers

The offering in the mein.techem customer portal is being continually refined and is oriented on customer needs. As well as existing billing services, installation orders can now be digitally placed and tracked in the overall installation area. This results in more efficient processes, greater transparency regarding the order status, and reduced



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effort for coordination. At the same time, paper consumption and manual communication paths are significantly reduced. Other digital services will follow and enable our customers to keep an overview of their property at all times.

Targets

Keeping the customer churn rate low

In the 2025 financial year we worked more intensively on systematically measuring and increasing customer satisfaction at the key touchpoints of telephone, chat and written communication. We use the findings obtained in this process to derive and implement actions for improving customer satisfaction.

A material focus was on resolving customer concerns in the most customer-centric way possible, to significantly reduce subsequent contact. To this end, we developed strategies via which concerns can be detected at an early stage and handling of them can be triggered immediately.

In addition, we consider it to be important for customer service that the customer’s voice is incorporated into the organization more strongly. To this end, we have integrated the “Voice of the Customer” method into trainings and team meetings.

To achieve our targets we promote strong, cross-specialism collaboration to resolve customer concerns more quickly and more efficiently. We are also continually optimizing our processes and communication structures so we are offering our customers first-class service. We do this using targeted quality and management measures as well as through expansion of our digital channels and our mein.techem customer portal.

Another area of focus is churn prevention and winback of customers. Our target is to keep the churn rate in the ESG segment (submetering) under 5.0% annually. In the 2025 financial year the churn rate was 2.8% (2024: 2.7).

Target: Churn rate ≤5.0%

Annual target	≤5.0%
FY 2025	2.8%
FY 2024	2.7%
FY 2023 ¹	2.2%

Scope of application: ESG (submetering) excluding DMG Group
¹ Starting value

We achieved this by identifying unsatisfied customers via a range of channels, actively making contact with them, and regaining their satisfaction by means of intensive support. In the framework of our winback strategy, we proactively contact customers to offer tailored solutions and try to convince them to use our services again. We consider our customers’ negative experiences and use them to align our processes to their expectations.

Resolving customer concerns efficiently

Our target is that customers will only have to bring their concern to us once. To measure this target, we have introduced the “proportion of follow-up contact” key figure. This indicates how many customers

get in touch about the same concern repeatedly within three months. We did not meet our target of reducing this figure in the ESG segment (submetering)³⁶ to 15.0% by the end of 2025. In the 2025 financial year, this value was 25.9% (2024: 28). The starting value in the 2023 financial year was 28.0%. Although the proportion of follow-up contact could not be reduced to the planned extent, we did achieve an improvement in the forwarding rate of 12.5 percentage points, to 28.9%. This means that customer concerns are being resolved increasingly efficiently as they are more often directly processed by a single point of contact. In the current financial year the focus is on further reducing follow-up contact. Following a reevaluation of defined targets we are now aiming to achieve a reduction to 20% by the end of 2026.

13 (2024: eleven) other national companies of Techem have also launched initiatives to improve customer and tenant satisfaction.

³⁶ DMG Group is excluded.



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Systematically avoiding customer data privacy breaches

Techem has set itself the target of recording no critical data privacy breaches in its handling of customer data. In this area incidents that lead to complaints, fines or measures by supervisory authorities are defined as critical breaches. The target has applied since the 2022 base year, during which the starting value was already at zero, and is reviewed on an annual basis. Techem has defined this target to emphasize its promise to always guarantee the confidentiality and security of sensitive customer data and comprehensively comply with regulatory requirements. We fulfilled this target in the 2025 financial year, as we have in previous years.

In pursuit of this objective we have undertaken a range of actions group-wide, such as mandatory information security and data privacy training for all Techem employees, regular audits and technical protective measures.

Conducting training on data and information security

Our target is to achieve a 100% rate for training in data and information security every year. All employees (full-time, part-time, temporary and permanent) are taken into account in the calculation. The starting value in the 2023 financial year was 98.9%. In the 2025 financial year we reached 99.5% (2024: 99.6).

Training rate for data and information security

Annual target	100%
FY 2025	99.5%
FY 2024	99.6%
FY 2023 ¹	98.9%

Scope of application: Techem Group

¹ Starting value

Metrics

Complaints in connection with data protection

In the 2025 financial year, there were 47 (2024: 56) substantiated data protection complaints from customers or supervisory authorities group-wide, all of which were addressed with appropriate measures. In this context, we consider any complaints that would have resulted in the payment of fines or measures by the authorities to be critical data protection breaches.

Guaranteeing the reliability and safety of heating systems

Techem operates around 2,400 (2024: around 2,600) systems in Germany, via which it supplies around 152,600 (2024: around 148,000) homes with heat.³⁷ Security of supply and operations takes top priority, and regular testing and maintenance measures are performed to support this. We are not aware of any cases of people or protected assets being put at risk in the 2025 financial year. No fines or warnings were issued to Techem.

Complaints in connection with data protection GRI 418-1 ☒

	FY 2025	FY 2024	FY 2023
Complaints by external parties	38	55	47
Complaints by supervisory authorities	9	1	4
Cases of data theft or loss	0	1	11

The relevant violations are non-critical violations that did not result in any fines or measures by the authorities in the financial year.

³⁷ Continual improvement of energetic building quality, particularly in relation to residential construction, means that fewer systems are needed to supply more homes to a high energetic standard, because these homes have a lower heat demand. We also regularly replace old, inefficient systems with modern, more efficient technologies. In this process, outdated oil-fired boilers are replaced with up-to-date gas boilers to further improve energy efficiency.

Governance

A values-oriented and trust-building corporate culture is of crucial importance to us. We comply with all applicable laws, requirements and internal company policies. In doing so we strengthen collaboration at Techem and promote a respectful and constructive working environment. Externally, we maintain fair and transparent dialog with politicians, which supports our company's climate policy efforts. Additionally, another high priority for us is to make supply chains sustainable and resilient.

→ Business conduct





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Business conduct

At Techem we believe that business success is directly linked to corporate responsibility. The essential foundation for this is a corporate culture which is characterized by mutual appreciation and team spirit, and which we shape together with our employees. Our holistic compliance management system ensures that we conduct our business with integrity and in accordance with relevant rules and regulations at all levels of the company. We strive to secure support for energy-related topics through transparent, fact-based dialog with political decision-makers.

Our material impacts with respect to business conduct

Techem is committed to transparent and responsible governance for the purpose of securing long-term added value, ethical conduct and positive impacts within Germany and abroad. This focuses on fair competition, price transparency, compliance with legal requirements and avoiding corruption, and is reflected in an inclusive and values-driven working atmosphere which is actively supported by managers. The corporate culture is also evident in Techem’s mission, vision and values and as such is indirectly connected with the business strategy. The corporate culture embodied by Techem employees is relevant to our in-house business activities, though it can also have an impact on other market participants.

In counterpoint, a stressful workplace atmosphere can develop if everyday working life is characterized by “office politics”, strongly hierarchical thinking or interpersonal conflicts up to and including bullying. Such an environment can also result in employees feeling that decision-making processes are insufficiently transparent, which may impair trust, reduce motivation and increase mental load. Collaboration also suffers in conditions like these, and that is likely to negatively impact performance and satisfaction in the long term. At Techem we specifically address and actively tackle challenges such as hierarchical thinking, interpersonal tension and/or bullying, and stressful atmospheres arising from “office politics”. In addition we believe in transparency and responsibility, including in our external relationships: To strengthen collaboration

toward climate-friendly targets, we engage in fact-based dialog with political decision-makers.

Our material risks with respect to business policy

Both legal and operational risks require proactive risk management. Allegations of illegally granting advantages (bribery), as well as insufficient transparency or integrity in the handling of such allegations could impair stakeholder trust in the long term, and result in legal and financial consequences.

There is also a risk of disruptions in the value chain, caused by transition or physical risks. Interruptions may arise due to extreme weather events including heat

events, floods and storms, but also political instabilities, climate-related conflicts, refugee movements and global health risks such as pandemics. These factors are relevant to both the upstream and downstream value chain. Anticipatory planning and resilient handling of these risks are crucial to guaranteeing Techem’s stability in the long term.



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	IRO	Value chain	Time horizon
Corporate culture			
Ensuring transparent and responsible corporate management and control geared toward long-term value creation. In addition, we are committed to fair competition, a transparent pricing policy and ethical conduct – both domestically and abroad – that complies with the law and completely avoids corruption. Promoting togetherness through a values-driven inclusive work environment; role model function for managers, who consider themselves to be facilitators	Impact (actual, positive)	< 🏢	○ ○ ●
Stressful workplace atmosphere loaded with hierarchical thinking, bullying and “office politics”	Impact (potential, negative)	🏢	○ ● ○
Employer attractiveness through values-oriented corporate culture	Opportunity	🏢	○ ○ ●
Corruption and bribery			
Allegations of illegally granting advantages (bribery), as well as insufficient transparency or integrity in the handling of such allegations	Risk	🏢	○ ● ○
Political engagement			
Transparent, fact-based dialog with politicians which, by improving the data basis, strengthens the foundation for climate policy decisions	Impact (actual, positive)	🏢	● ● ●
Strengthening the competitive position through conversations on a equal footing that strengthen Techem in its business activities and its sustainability agenda	Opportunity	🏢	○ ● ○
Protection of whistleblowers			
Protection of whistleblowers as an expression of an open feedback and dialog culture that strengthens trust and anchors ethical standards	Impact (actual, positive)	🏢	● ● ●
Management of relationships with suppliers including payment practices			
Disruptions in the supply chain due to transition risks or physical risks	Risk	< >	● ● ○

● ○ ○ Short-term ○ ● ○ Medium-term ○ ○ ● Long-term

< Upstream value chain 🏢 Own business area > Downstream value chain



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Our material opportunities with respect to business conduct

As well as risks that need to be managed, having a values-oriented corporate culture and ethical governance also results in opportunities for Techem.

Moreover, mutually respectful engagement in political dialog ensures that Techem is strengthened in its business activities and sustainability agenda, and may result

in direct opportunities with respect to Techem’s business model and competitive position.

Strategic approach

Corporate culture

We regard having a sustainable corporate culture as a prerequisite for reconciling growth and digitalization. That is why we have named specific culture components

that we promote and practice throughout the company, such as customer focus, team culture, personal growth, courage, networking, leadership, innovation and commitment. Both internally and externally, we emphasize the value of open, clear, honest and reliable collaboration and communication. This comes through in our agile way of working, in our corporate culture and in our management approach.

One aspect of this is that we deal openly with mistakes and encourage collaborative working. We are currently working on further developing existing formats to promote our error culture. Clear and transparent governance means we can react quickly to market changes and strengthen our competitiveness.

Our core skills as drivers of innovation and growth

Acting with the customer in mind

Involving customers, understanding their needs, long-term customer relationships

Undergoing personal development

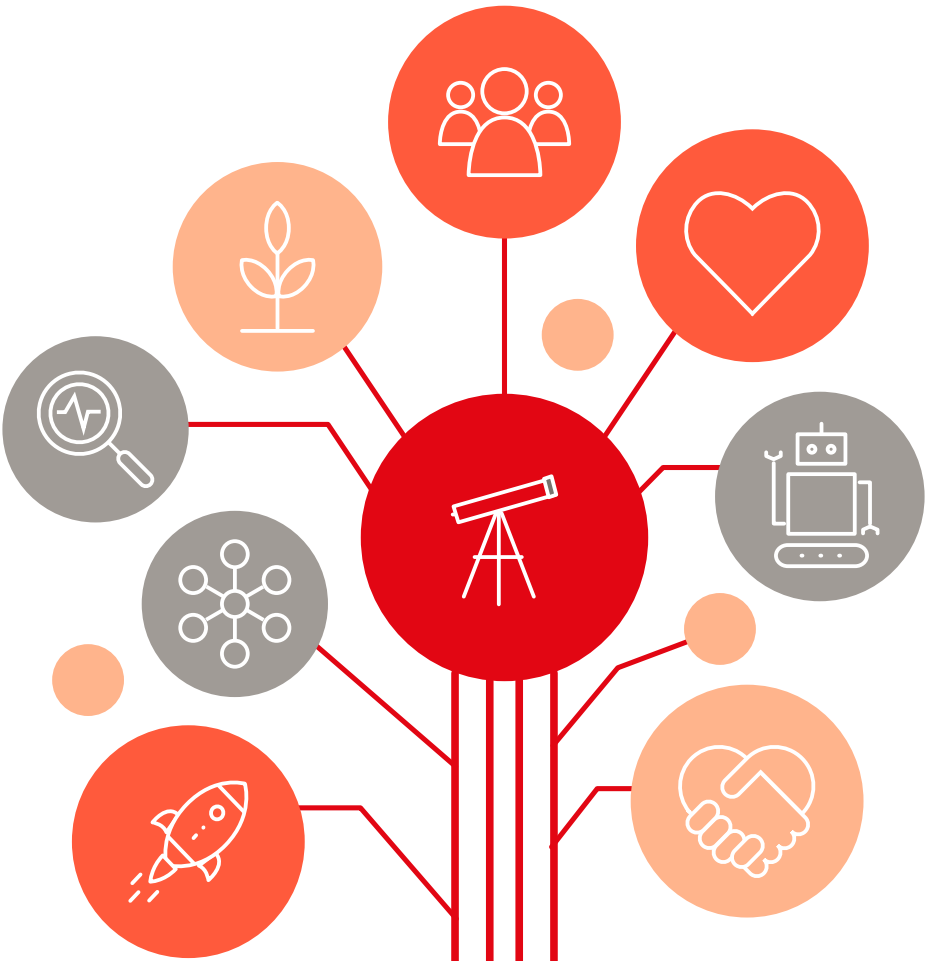
Motivation, curiosity, self-reflection, lifelong learning

Working together with others

Self-organized, results-oriented, collaborative

Acting responsibly

Accountability, error culture, feedback



Acting with commitment

Passion, a solutions-oriented approach, performance, success

Showing that we are prepared for change

Getting out of our comfort zone, flexibility, willingness to change, openness to new technologies

Dealing with uncertainty

Ambiguity, setting direction, a trusting working atmosphere

Working in networks

Interdisciplinary, international, breaking down silo mentality

Communicating a vision

Energy and optimism about the future, role model, equal footing, high level of commitment

Openness

Honesty

Transparency

Accountability



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Shaping the corporate culture together

Our culture components are reflected in our Leadership and Collaboration Guidelines and the Techem Competence Model (see [page 103 ↙](#)). These are currently being revised and further developed together with the Management Board. The core skills they contain enable our employees to successfully master the transformation toward becoming a digital and customer-centered organization. Since 2023 we have been using role-specific skills requirements in the application process and in annual employee appraisal interviews, with the intention of promoting clarity, fairness and comparability.

We conducted performance and potential assessments in all countries for the first time in the 2024 financial year, using the nine-field matrix. This process supports targeted personnel decisions and was expanded to all employees worldwide in the 2025 financial year. In addition, since October 2024 the employee appraisal interview process has been implemented via Workday HR software, in order to strengthen our performance culture and advance the digitalization and internationalization of our HR processes.

Our objective is to create an attractive work environment, and to inspire talented individuals to join the company and stay with us for the long term. These measures help us counter the challenges of a changing labor market in all 18 countries.

Promoters of our corporate culture

Our managers are critical disseminators of the Techem culture and a material component of our leadership development program. A uniform management understanding is supplemented with personalized concepts, and this is reviewed every two years by means of 360° feedback. At the annual International Management Meeting in the 2025 financial year, which included around 100 (2024: 100) participants from all countries, we refined our shared understanding of management and developed measures for local implementation.

Since summer 2025, “Corporate Influencers” have also been working as ambassadors for our purpose and our values. They use LinkedIn to present authentic insights into their everyday working life and show what we stand for as a company. In this way, our colleagues not only make their work visible but also strengthen our position as a modern employer and opinion leader. Interested employees are prepared

in workshops and by means of social media guidelines, and receive regular training as well as opportunities for dialog.

Protection of whistleblowers

At Techem we believe that leadership not only means acting as role models in our daily actions, but also enabling space for openness and integrity. With this in mind we wish to create a safe and supportive working environment for all employees; one in which violations and concerns can be addressed at any time both safely and confidently. There are various channels available to our employees for the reporting of violations of the Techem policies, in particular the Code of Conduct, or unlawful behavior: In 17 languages via the Whispli anonymous whistleblower system, by email to [compliance@techem.de ↗](mailto:compliance@techem.de) or through direct personal contact. All reports are treated confidentially.

The HR department is the central point of contact for allegations of discrimination, while sustainability-related concerns can be reported to [sustainability@techem.de ↗](mailto:sustainability@techem.de).

The relevant Managing Directors of the national companies can also be contacted. In addition, customers, suppliers and

other interest groups can provide tip-offs about compliance-relevant matters via our [Tell Techem reporting channel ↗](#) in multiple languages, securely and also anonymously if needed. Depending on the level of severity, the CEO and, if applicable, the Chair of the RAC or the Chair of the NCC are notified about reported cases. We do not tolerate retaliation or adverse behavior against anyone who makes good faith reports about observed or suspected unlawful or unethical action or violations. How we deal with reports is transparently described in our procedural ordinance on the complaints procedure (see [page 110 ↙](#)).



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Responsible fiscal policy

Techem fulfills its contractual obligations in all the markets in which it operates and does not use tax-driven models which are exclusively designed for making tax savings. The Group Tax department, which sits under CFO Dr.-Ing. Carsten Sürig, has a central role and works closely with the Management Board, which is responsible for compliance with tax specifications.

The risk management system, an integral part of the management structure, also encompasses tax risks. Existing risks are continually monitored by the Tax department and accounting, while new risks arising from changed business models or regulatory changes are evaluated by the Tax department. External tax advisory firms provide monitoring of the regulatory environment. In addition, tax disclosures in the context of audits of the annual financial statements and consolidated financial statements are reviewed by an auditor.

The Group Tax department functions as a central point of contact for tax authorities and other stakeholders, answers questions on tax matters and adjusts processes as needed. Techem does not exercise any direct political influence in tax matters.

Management of relationships with suppliers

Our corporate responsibility also extends to our supply chain, which we want to be as sustainable and resilient as possible. We have taken measures to counter challenges here, including the introduction of a comprehensive risk analysis, the review of our supply chain and the integration of a Declaration of Principles on the Observance of Human Rights and the Environment, which is also binding for suppliers. In addition, we take environmental and social criteria into account when selecting our suppliers and require them to comply with the BME Supplier Code of Conduct (page [page 107](#)).

Compliance with the Supply Chain Due Diligence Act

Techem has been subject to a reporting obligation in accordance with the Supply Chain Due Diligence Act (LkSG) since January 1, 2024. The LkSG requires the assessment of human rights violations and breaches of environment-related due diligence obligations by suppliers and service providers in our own business area. Techem renewed its Declaration of Principles on Observance of Human Rights and the Environment and updated it to be in line with the LkSG in the 2024 financial year. In the Declaration of Principles, Techem commits to respecting human rights and the

environment, both within our company and along our supply and value chain. We also pledge to respect internationally recognized human rights and to prevent human rights violations.

Responsibility for implementing and complying with the declaration on human rights and the environment is held by the senior management team. Together with the Techem Code of Conduct, the Procurement Policies and the BME Supplier Code of Conduct, the Declaration of Principles forms our basis for meeting human-rights-related and environment-related due diligence obligations. Human-rights-related and environment-related due diligence obligations are monitored and assessed by the Procurement department in connection with LkSG risks among suppliers and service providers, as well as by the Sustainability department in connection with LkSG risks of the company’s own business area. The Human Rights Committee (HRC) is responsible for monitoring implementation here (see [page 91](#)).

We annually document our measures connected with due diligence obligations in relation to human rights law and the environment in an [LkSG Report](#) . By the editorial deadline for this report, the planned legislative amendment to LkSG reporting

had not yet come into effect. Therefore, the established processes were continued in the reporting year.

The LkSG in our own business area

In the 2025 financial year, a risk analysis and assessment of our own business area was carried out. To this end all German companies, as well as the national companies globally, were examined for potential and actual human rights violations and environmental breaches. Additional subsidiaries were only included where a high or very high risk was detected for a national company. Potential risks were determined – taking into account the country of origin and industry or specific goods group of the locations – and subjected to a preliminary assessment. If a high or very high risk was identified during the abstract risk analysis, a specific risk analysis was also performed in which weighting and prioritization were applied in accordance with the LkSG criteria. At this point, findings from the Compliance department’s established complaints procedure were also included in the analysis. We use these methods to monitor and assess the risk of human rights violations at our own locations in the context of the compliance management system. Every one to two years we identify the human rights risk in the countries in which we operate based on the Human Freedom



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Index. On the basis of these two risk assessments, we decide whether further measures are needed to prevent potential human rights violations in our business operations and if so, what form they should take.

Risk management among suppliers

Techem uses a software-based risk management tool to assess risks among suppliers and service providers. In line with the LkSG, this enables the reviewing of due diligence obligations among direct suppliers and service providers. Updates of the core suppliers take place during the year as needed or at regular intervals. In the 2024 financial year, suppliers and service providers to the international companies were taken into account for the first time. The integration of the DMG suppliers and service providers is planned for the 2026 calendar year taking into account the DMG’s structures.

There were 18 out of 2,426 supplier sites identified in the 2025 financial year, with 77 reports in the Environment subject area. This corresponds to a proportion of around 0.7%. Techem systematically assessed the reported incidents for severity and influences as per LkSG requirements. They predominantly concerned companies in the

energy and mineral oil industry as well as the waste and disposal sector. The internal assessment did not result in any follow-on measures such as action plans, the termination of business relationships, or other interventions to mitigate risk. For awarding decisions made in the context of tenders for products and services, compliance with criteria from the LkSG were also included in the assessment and queried.

Requirements for environmental and health protection among suppliers

Responsible governance at Techem also means that we comply with requirements relating to health and environmental protection. The Procurement and Device Development departments are leading in ensuring that all components used comply with international standards such as the REACH chemicals regulation (Registration, Evaluation, Authorization and Restriction of Chemicals), the RoHS Directive (Restriction of Certain Hazardous Substances) on restricting substances in electrical devices and electronic components, and the regulation on persistent organic pollutants and others (see [Techem Material Compliance Requirements ↗](#)).

The material-related requirements are subject to regular random testing. This

involves chemical product conformity being confirmed by prestigious notified bodies. In addition, a material compliance management system in line with DIN EN IEC 63000 is being established to enable early reaction to potential risks. No fines or non-monetary sanctions due to non-conformity of our products were issued in the 2025 financial year.

Prevention, control and corrective measures in the context of the LkSG

Employees, customers, suppliers and other stakeholders can use the Whispli whistleblower system to provide information on human-rights-related and environment-related risks safely and, if they wish, anonymously (see [page 104 ✓](#)). A code of procedure on handling the complaints process is publicly accessible. The HRC is responsible for monitoring that the grievance mechanism is functioning properly.

The findings of the risk analyses are used to implement appropriate preventive, control and corrective measures, such as targeted audits. If we become aware that a violation of human rights due diligence obligations has occurred or is about to occur, whether within our company or at one of our suppliers, we take appropriate measures to prevent or terminate such a

violation, or to minimize its impact. In doing so we make a distinction between measures for direct suppliers and those for our own business area. In the case of breaches of due diligence obligations by suppliers, our Supplier Quality department performs a more in-depth review and plans measures in coordination with the relevant stakeholders. These measures may include audits and questionnaires to precisely determine any breach of a due diligence obligation. We review the efficacy of our measures in regular but also event-driven risk analyses.

Annual LkSG training regarding due diligence obligations in the supply chain was conducted for relevant employees in the 2025 financial year (national completion rate 92%; international complete rate 87%). Within this, employees are divided into business areas and departments depending on their job site and role.

We also revised our purchasing documents during the 2024 financial year, including our Purchasing Strategy, Purchasing Policy and our contractual documents for our suppliers, to ensure compliance with the requirements of the Supply Chain Due Diligence Act.



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Political engagement

Through fact-based dialog with political decision-makers, we contribute to the further development of climate change policy framework conditions and at the same time secure Techem’s long-term competitiveness. These discussions take place on an equal footing and are aimed at supporting our business activities and our sustainability agenda. The focus is on intensifying our work with associations in order to gain greater political support for energy-related issues.

Techem operates in a competition-oriented market, while ensuring that it meets the regulatory requirements to which our customers are subject. Examples include traditional metering services as well as – depending on the country – heat or electricity supply from fossil or renewable energies, E-Charging solutions, legionella testing and smoke alarm services. All of these services are governed by laws, regulations or standards. Many national provisions are based on EU regulations, which are subject to regular review and adaptation.

That is why it is important for us to be aware of forthcoming changes, for example so we can consult directly with policymakers and adapt our services to current developments. Moreover, policymakers are dependent on the expertise of market players such as Techem in order to achieve a climate neutral building stock by 2045 (Germany) or 2050 (EU). We contribute our expertise in the course of engagement with politicians and key stakeholders – expertise on energy efficiency, avoiding CO₂e emissions in the building sector and digitalization in the real estate sector.

In our political work we abide by our group-wide compliance provisions and our policies for association work and sponsorship (see [page 109 ↗](#)). We see ourselves as a point of contact for policymakers at the German and European levels, on matters of energy efficiency and climate neutrality in buildings as well as for digitalization of these areas. In this function we conduct bilateral discussions with members of the European, German Federal and German State Parliaments and representatives from the European Commission and the ministries. We generally organize a political event once a year, either in Germany or at EU level (Brussels). In our other countries, political exchange takes place primarily in the context of association work.



Policies and concepts

Policies and concepts relating to the corporate culture

Code of Conduct
Scope of application
Techem Group
Availability
Internal (intranet and training) and external (Techem website ↗)

The Code of Conduct regulates the basic values and ethical principles in the company and is considered an action framework for making correct and well-founded decisions. The Code of Conduct is reviewed on an annual basis and updated as needed, as was also the case in this financial year. Adaptations are coordinated across departments.

Code of Conduct for Suppliers

Scope of application
Techem Group
Availability
Internal (intranet and training) and external (Techem website ↗)

Techem is a member of the Association for Supply Chain Management, Procurement and Logistics (Bundesverband Materialwirtschaft, Einkauf und Logistik, “BME”) and is therefore committed to compliance with the association’s Supplier Code of Conduct. This policy for conduct applies for all BME members as well as their employees, customers, suppliers and business partners, and therefore also directly addresses workers in the supply chain.

The BME Supplier Code of Conduct is oriented on internationally recognized standards, including the UN Global Compact, the ILO core labor standards, the UN Convention on the Rights of the Child, the OECD principles for multinational companies and the requirements of the LkSG. The goal is to minimize human rights risks along global supply chains and to promote fair working conditions.



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Should a new supplier or service provider not commit to the BME Supplier Code of Conduct – or a code with comparable requirements – Techem will try to avoid working with them. For a resilient supply chain, Techem relies on fair, long-term relationships and multiple sourcing, anchored in the purchasing strategy.

By using the BME Supplier Code of Conduct, Techem strengthens the protection of workers throughout the upstream value chain and ensures that standards for human rights and labor laws are bindingly adhered to.

Policies and concepts relating to corruption and bribery

Anti-Corruption Policy
Scope of application
Techem Group
Availability
Internal (intranet and training) and external (Techem website ↗)

The Anti-Corruption Policy sets out the legal framework conditions, defines permissible and impermissible behavior with respect to corruption and bribery, demarcates corruption from usual business practices (e.g. gifts or invitations) and works with a traffic-light classification for the classification of actions. In addition, it contains examples of correct and impermissible behavior and specifies consequences in the event of violations as well as tax law implications. Affected internal stakeholders are the employees and the Management Board, as well as external stakeholders such as customers, suppliers, business partners, office holders, brokers and advisors.

Policy on Gifts and Invitations to Business Partners in Practice
Scope of application
Techem Germany
Availability
Internal (intranet and training)

The Policy on Gifts and Invitations to Business Partners in Practice elaborates on the Anti-Corruption Policy with reference to donations. Donations are assessed based on criteria such as their type, amount, timing, frequency, recipient role, transparency and company business occasion. In addition, the policy contains specifications on the monetary value, specific positive and negative examples, stipulated value limits based on hierarchy levels and customer groups as well as mandatory compliance clauses for certain threshold values. The policy applies in principle for all employees in Germany; however, it has particular relevance internally for employees in Sales, Procurement, Accounting and the Management Board as well as externally for business partners from the private sector and office holders, including publicly owned housing associations.

Policy on Avoidance of Conflicts of Interest
Scope of application
Techem Group
Availability
Internal (intranet and training)

The Policy on Avoidance of Conflicts of Interest services as the binding framework for detecting possible conflict situations and resolving them appropriately at an early stage. It defines typical examples of conflicts of interest, describes the handling obligations when they occur, and contains a catalog of measures for conflict resolution. In addition, it indicates disciplinary consequences in the event of violations. The scope of application comprises employees, organizational units, independent contractors and individuals who operate in the name of Techem.



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Policy on Antitrust and Competition Law
Scope of application
Techem Group
Availability
Internal (intranet and training)

The Policy on Antitrust and Competition Law serves to ensure that commercial action always complies with the relevant legal provisions. It contains rules for conduct concerning handling of competitors, customers and suppliers and demarcates what information is permissible and impermissible in communications. It additionally provides specific instructions concerning participation in association meetings and formulates specifications on pricing policy, delivery conditions and market segmentation. The policy is geared toward employees, managers, organizational units, independent contractors and individuals who operate in the name of Techem.

Policy on the Protection of Trade Secrets
Scope of application
Techem Group
Availability
Internal (intranet and training)

The Policy on the Protection of Trade Secrets regulates secure handling of confidential information. It defines what is considered a trade secret, sets out access rights as well as protective measures, and describes how to deal with data loss or unintentional disclosure. In addition, it also obliges employees to maintain confidentiality after they have left the company. The basis for this is EU Directive 2016/943 as well as the German Act on the Protection of Trade Secrets.

Policy on Sponsorship and Donations
Scope of application
Techem Group
Availability
Internal (intranet)

The policy regulates alignment and strategy with respect to sponsorship and donation activities at Techem and therefore ensures compliant handling. The policy defines the subject areas for which donations are possible in principle in line with the sustainability strategy, such as environmental donations and sponsorship, as well as social donations and sponsorship to support people in need in large residential quarters or regional donations and sponsorship. At the same time, the policy rules out subject areas such as supporting individual people, political parties or religiously motivated groups and religious communities.

Policies and concepts relating to political engagement
Policy for Association Work
Scope of application
Techem Group
Availability
Internal (intranet and training)

The Policy for Association Work is targeted at ensuring uniform and compliant conduct in the framework of national and international association work. It defines principles for compliant conduct, lists permissible, critical and impermissible subjects, and includes specifications on documentation obligations at association meetings. In addition, it regulates the processing of information in compliance with antitrust law, as well as strategic alignment with relevant association and subject-specific agendas. The scope of application comprises the entire Techem Group as well as employees, managers, organizational units, independent contracts and individual people who work in the name of or for Techem.



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Policies and concepts concerning the management of relationships with suppliers and for the protection of whistleblowers

Policy Statement on Respect for Human Rights and the Environment
Scope of application
Techem Group
Availability
Internal (intranet and training) and external (Techem website ↗)

Techem explicitly commits to the observance of human rights and the protection of the environment along the entire value chain. The policy forms the binding framework for systematically detecting, assessing and minimizing risks for workers at suppliers, business partners and in our own business units. The rights of workers in the value chain in particular are addressed – for example through specification on fair wages, occupational and health protection, freedom of association and protection against child and forced labor.

In compliance with the LkSG, the policy includes clear processes for risk assessment, prevention and corrective actions.

With this policy, Techem ensures that workers throughout the value chain are not only protected against potential risks but are also positioned at the core of responsible governance. This is a central component of the governance structure and underlines our aspiration to consistently exercise responsibility in terms of human rights. With the declaration of principles, Techem draws on the UN Guiding Principles, ILO core labor standards, OECD principles, the UN Women’s Convention and the Basel and Stockholm Convention.

(International) Purchasing Policy³⁸

Scope of application
Techem Group
Availability
Internal (intranet)

Techem has a Purchasing Policy for all of its companies that are operational in Germany as well as an International Purchasing Policy. These two Purchasing Policies sets

out all applicable principles and guidelines on purchasing and procurement at Techem. They ensure efficiency, transparency and standardization. The Purchasing Policy applicable for Germany in particular bindingly embeds sustainability considerations such as environmental protection, social standards and rejection of child labor and corruption. The policies are particularly relevant for employees in Purchasing.

Rules of Procedure for the Complaints Procedure
Scope of application
Techem Group
Availability
Internal (intranet and training) and external (Techem website ↗)

The Rules of procedure for the complaints procedure pursuant to Section 8 of the Supply Chain Due Diligence Act (LkSG) regulates the reporting and processing of tip-offs relating to human-rights-related or environmental violations within the supply chain. It provides for a procedure with a low threshold for accessibility, that is open to all potentially affected individuals and which facilitates various channels such as

electronic, phone-based, postal and face-to-face reports. The components of this are protection against reprisals for whistleblowers, a clearly structured process with confirmation of receipt, review, induction of corrective measures and monitoring, and the possibility of mediation by external third parties. This procedure is supplemented with specifications relating to processing of personal data in compliance with data protection law and an annual review of its efficacy. It is explicitly geared toward all individuals in the supply chain that are affected by or have knowledge of violations. The policy also takes into account the handout published by the Federal Office for Economic Affairs and Export Control (Bundesamt für Wirtschaft und Ausfuhrkontrolle, “BAFA”). Stakeholders here include internal employees as well as external groups, including employees at suppliers, local population groups, NGOs, trade unions and other third parties.

³⁸ The information below applies to procurement transactions managed by the Techem purchasing departments. Procurement transactions with a very low order volume may also be carried out by our national companies without the involvement of Purchasing, particularly with respect to indirect procurement.



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Update to the Code of Conduct

The content and format of the Code of Conduct were revised in the reporting year. There was a particular focus on accessibility and user-friendliness. The layout and format were redesigned and practical links were integrated. Sections on human rights, diversity and environmental protection and product safety were also added. The Compliance section was supplemented with clear guidelines for legally compliant action. The Code of Conduct is now available in a globally applicable format and 15 languages.

Compliance training

In parallel to revision of the Code of Conduct, the company-wide compliance training which applies for all employees (full-time, part-time, temporary and permanent) was also refined. A newly introduced pre-check enables individual adaptation of the learning content, resulting in a more personal, more efficient and more sustainable training design. In terms of content, the program was expanded through the addition of the special subject of “trade secrets” to raise employee awareness around careful handling of confidential

information. These measures strength the compliance culture in the company and mean employees are given practical, relevant learning content that they can apply in everyday working life.

Adaptation of the Compliance Management System

In the reporting year, Techem refined the Compliance Management System (CMS) and adapted it to the international standard for CMS, ISO 37301. The CMS has been oriented to international standards and best practices since as early as 2019, which were implemented in a separate system based on IDW-PS-980. Alignment with ISO 37301 therefore reflects Techem’s actual lived practice and underlines its aspiration to continual further development. While the previous IDW-PS-980 standard first and foremost set out the German legal and audit framework, ISO 37301 stipulates a global benchmark for the establishment, implementation and ongoing improvement of compliance systems.

Targets

Targets relating to corruption and bribery

Techem attaches great importance to acting with integrity and in accordance with applicable laws and regulations. Our self-imposed standards often go beyond the legal requirements. Our CMS encompasses topics such as the prevention of bribery and corruption, compliance with antitrust and competition law, fraud prevention and the prevention of money laundering and financing of terrorism in the company, and is aligned with the ISO 37301 standard. ISO 37001 is authoritative with respect to corruption, and Techem orients its approach on this.

The Managing Directors of our international subsidiaries report to the Group Compliance Officer at least once a year, who in turn reports directly to the CEO and twice a year to the RAC. Our CMS is continually adjusted based on this feedback. In addition, all Techem companies are examined annually for various compliance risks in the context of a holistic risk assessment. Our gross risk analysis is based on a consideration of externally available risk indices as well as industries and market-specific risks. Not only the risk of bribery and

corruption are considered, but also risks including those relating to antitrust and competition law, money laundering and the financing of terrorism and compliance with human rights. We also carry out individual audits on an ad hoc basis. By the end of 2026 we plan to name eight Compliance Deputies at international locations, in order to better cover local legal specifications. Seven Compliance Deputies have already been appointed in 2025.

Creating policies for conduct and carrying out training

In light of our market position, responsible behavior in compliance with the rules is essential for Techem. The group-wide Techem Code of Conduct (see [page 107 ↗](#)), published by the Management Board, underlines our understanding of values and is supplemented by other policies and training. Regular training raises the awareness of all employees on topics such as preventing corruption, antitrust and competition law, avoiding fraud and fighting money laundering. Our target is for 100% of the relevant employees worldwide to be trained in compliance specifications. The value in the 2023 base year was 96.9%. In the 2025 financial year, 97.2% (2024: 94.4) of all employees (full-time, part-time, temporary and permanent) were trained via our



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web-based compliance training. In addition, compliance is a fixed component of the onboarding process for new employees.

Target: 100% of employees trained on the subject of compliance

Annual target	100%
FY 2025	97.2%
FY 2024	94.4%
FY 2023 ¹	96.9%

Scope of application: Techem Group

¹ Starting value

Systematically preventing corruption

We have set ourselves the target of having no cases of corruption each year. There were no violations of competition law within the Techem Group in the 2025 financial year. In addition, there were no serious violations of laws and regulations in the economic or social area and no serious cases of corruption. All allegations were investigated, and suitable measures or consequences were implemented where necessary. For information on cases of discrimination and how we deal with them, see [page 88 ↙](#).

Targets relating to the management of relationships with suppliers

For existing strategic suppliers in direct purchasing, we also regularly review compliance with environmental and social standards in the course of quality supplier audits. In the 2024 financial year we expanded our quality standards for Tier 1 suppliers by adding selected sustainability criteria.

In addition, the audit procedure was expanded in the 2025 financial year and supplemented with separate sustainability audits. Our target was to perform four sustainability audits on tier 1 and tier 2 suppliers in countries with moderate or high sustainability-related risks by the end of 2025.³⁹ This value was zero in the 2024 base year. Three of these audits have already been performed in China and Indonesia in the 2025 financial year.

New strategic suppliers must recognize the BME Supplier Code of Conduct as well as our Declaration of Principles (see [page 107 ↙](#)) or equivalent standards. After entering into a contract, suppliers are included in our regular cycle for the performance of quality supplier audits. Outside Germany, some of these audits are carried out by service providers. In indirect purchasing, every two years we review subcontractors' compliance with minimum wage requirements for installation and meter reading in Germany. In our own business area, we also record the status of individual due diligence obligations in the course of an annual qualitative survey.

³⁹ Based on the 2023 ESG Index of the [Risk Watch Initiative](#). ↗



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Compliance violations and training

We use policies and regular training to ensure that potential risks are recognized and reported. Through these actions we ensure that our business activities comply with international and ethical standards and that corruption is consistently prevented.

For several years Techem has recorded no confirmed cases of corruption and no fines or other sanctions due to compliance violations. In addition, there were no procedures due to anticompetitive conduct, cartel activities or monopoly formation in the 2025 financial year.

GRI 205-1

Preventing corruption is a high priority for Techem. As such we assess the risk of corruption at a national level in all 18 national companies. For 2025, an increased risk was only identified in three countries (2024: three).

We minimize these risks via measures such as a Anti-Corruption Policy (see [page 108](#)), concrete behavioral instructions and group-wide training. In addition, we provide clear specifications for avoiding conflicts of interests as well as for handling donations, sponsorship, gifts and invitations.

Compliance violations and significant fines GRI 205-3, GRI 206-1, GRI 2-27

	FY 2025	FY 2024	FY 2023
Confirmed cases of corruption ¹	0	0	0
Proceedings due to anti-competitive behavior or the formation of cartels and monopolies ²	0	1	2 ³
› of which pending	0	1	1
› of which concluded	0	0	1 ⁴
Significant fines and non-monetary sanctions for non-compliance with social and economic legislation ⁵	0	0	0

¹ A case of corruption is deemed to be confirmed if an internal investigation or a final judgment comes to the conclusion that an instance of corrupt behavior has occurred.

² Number of pending or concluded court proceedings during the financial year related to anti-competitive behavior and violations of antitrust and monopoly laws in which Techem was identified as a party.

³ These procedures were already reported on in the 2023 Sustainability Report. No fines or non-monetary sanctions were imposed.

⁴ A declaratory judgment was issued against Techem Messtechnik GmbH for conduct breaching antitrust and competition law between 2004 and 2019. The judgment did not entail any fines or non-monetary sanctions.

⁵ Fines and sanctions are considered significant if they exceed a threshold of 10,000 euros or reputational damage of the same amount is to be expected.

Communication on anti-corruption policies and procedures GRI 205-2

	FY 2025		FY 2024		FY 2023	
	absolute	relative	absolute	relative	absolute	relative
Communication to members of governing bodies	40	100%	41	100%	41	100%
› in Germany	21	100%	21	100%	21	100%
› international	19	100%	20	100%	20	100%
Communication to employees	4,328	100%	4,218	100%	4,214	100%
› in Germany	2,690	100%	2,634	100%	2,665	100%
› international	1,638	100%	1,584	100%	1,549	100%
› Managers	457	100%	433	100%	427	100%
› Salaried employees	3,871	100%	3,785	100%	3,787	100%
Communication to business partners ¹	3,673	57.6%	3,808	65.4%	4,268	70.6%
› in Germany ¹	3,557	97.3%	3,681	98.1%	4,150	98.6%
› international ¹	116	4.3%	127	6.1%	118	6.4%

¹ The data only include suppliers that are managed from Techem’s headquarters.



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Anti-corruption training¹ **GRI 205-2**

	FY 2025		FY 2024		FY 2023	
	absolute	relative	absolute	relative	absolute	relative
Training of members of governing bodies ¹	31	77.5%	32	78.0%	32	78.0%
› in Germany	12	57.1%	12	57.1%	12	57.1%
› international	19	100%	20	100%	20	100%
Training of employees ¹	4,207	97.2%	3,982	94.4%	4,082	96.9%
› in Germany	2,594	96.4%	2,442	92.7%	2,591	97.2%
› international	1,613	98.5%	1,540	97.2%	1,491	96.3%
› Managers ¹	450	98.5%	414	95.6% ²	420	98.4%
› Salaried employees	3,757	97.1%	3,568	94.2% ²	3,662	96.7%

¹ Members of governing bodies include the Managing Directors of all Techem companies worldwide, the Supervisory Board of TES and the Advisory Board of LIC 261. The managers category comprises members of management levels 1-4 at Techem companies worldwide. The salaried employees category comprises all active employees worldwide, including apprentices but excluding managers and temporary workers.

² Some of these figures are based on estimates.

Supplier structure and procurement management

In total Techem works centrally with a total of 3,673 suppliers (2024: 3,808). Of these, 619 suppliers accounted for 95.0% of our revenue (2024: 496). 67.5% (2024: 70.2%) of our purchasing volume is procured locally. The Procurement area is responsible for supplier management.

33% (2024: 28.2%) of our procurement volume went on direct purchasing – i.e. devices such as meters or smoke alarms. This is mainly managed centrally. Just 10.2% (2024: 11) of the direct procurement volume is managed locally by the national companies, with the support of an international purchaser. Some of the suppliers from which we procure devices are based outside Europe, or have the devices produced in countries outside the EU. A risk

Suppliers by region **GRI 2-6**

	FY 2025	FY 2024	FY 2023	Relative change from previous year
Total suppliers	3,673	3,808	4,268	–3.5%
› of which from Germany	3,557	3,683	4,150	–3.4%
› of which from Europe (excluding Germany)	68	105	104	–35.2%
› of which from other regions worldwide	48	20	14	140.0%

The data include all suppliers that were managed from Techem’s headquarters as at September 30 of the relevant financial year. In general, we use the billing address to determine a supplier’s geographical location (local or international). One exception to this is suppliers with a procurement volume of more than €1 million in the FY. In these cases, the location from which the products or services originate is used for the determination. In this table, “Europe” refers to the geographical area and includes countries such as Switzerland and Norway.

analysis has also shown that our Tier 2 suppliers – i.e. the suppliers to our suppliers – are in some cases located in countries where there is a higher risk of environmental and social standards being breached. 67% of our procurement volume (2024: 71.8%) is attributable to indirect purchasing, which is managed either centrally or via the Techem national companies. This includes services such as meter reading or installation, the installation of electric

charging stations or heating systems and the analysis of water for legionella. It also refers to, for example, IT and consultancy services, travel bookings, marketing services, the purchase of vehicles and other indirect goods groups. These include, among other things, the operation of our call centers within the EU, which is carried out via sub-contracting.



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Local procurement **GRI 204-1**

	International suppliers			National suppliers		
	FY 2025	FY 2024	FY 2023	FY 2025	FY 2024	FY 2023
Total procurement volume	32.5%	29.8%	22.8%	67.5%	70.2%	77.2%
› of which Techem international (excluding Germany)	43.2%	45.7%	46.0%	56.8%	54.3%	54.0%
› of which Techem Germany	30.7%	26.7%	18.6%	69.3%	73.3%	81.4%

The procurement volume encompasses all important operating sites of Techem Germany as well as all of Techem’s national operating companies in the eight focus countries of Austria, Switzerland, France, Italy, Belgium, the Netherlands, Denmark and Poland. The share of local procurement refers to the total amount that these Techem countries spent on suppliers in their own country during the FY. In general, we use the billing address to determine a supplier’s geographical location (national or international). One exception to this is suppliers with a procurement volume of more than €1 million in the FY. In these cases, the location from which the products or services originate is used for the determination.

Procurement and distribution of our devices

In goods procurement we react flexibly to market and customer changes. An indicator system and rolling forecasts support the daily supply to our central warehouse in Liederbach, predominantly by suppliers from Germany and Europe as well as from some international suppliers. We use these methods to consolidate requirements and thereby conserve resources. Deliveries are made by truck, and by air freight in exceptional cases. Delivery to customers, international companies, assembly partners and customer service technicians takes place on a needs-oriented basis – daily, weekly or monthly. We also bundle together such

deliveries, e.g. of assembly parts, and use environmentally conscious shipping options. Deliveries to Germany and other European countries are made by truck, to Brazil by ship or air freight.

Dialog with politicians and associations

GRI 415-1

Techem is registered in the EU Transparency Register (www.transparency-register.europa.eu) and in Germany in the Lobby Register of the German Bundestag (www.lobbyregister.bundestag.de). We do not make party donations (see Donations and Sponsorship Policy) but do hold member-

ship of trade associations that are close to parties. For example, we are a member of Wirtschaftsrat der CDU e. V., a council of economic advisors for the Christian Democratic Union. In 2025, we paid this organization a membership contribution of 12,000 euros. Since spring 2022, we have been a member of the Economic Forum of the SPD with an annual membership contribution of 22,000 euros, and since 2023, a sustaining member of the Economic Association of the Greens with an annual contribution of 20,000 euros.

In addition to engaging in political dialog, Techem actively participates in various industry-related associations at European and German level. We are particularly active in the associations listed below.

Federal Association for Energy and Water Data Management (Bundesverband für Energie- und Wasserdatenmanagement e. V., “bved”)⁴⁰

In the German-wide bved advocacy group, Techem supports politicians with the energy transition and climate policy. Techem CSO Nicolai Kuß has been Deputy Chair of the bved since 2019.

Federal Association for Information Technology, Telecommunications and New Media (Bundesverband Informationswirtschaft, Telekommunikation und neue Medien e.V., “Bitkom”)

As a member of Bitkom, Germany’s Digital Association, we strongly advocate for the digitalization of the economy, society and administration. Techem CEO Matthias Hartmann is a member of the executive committee.

European Association for Energy and Water Data Management – aisbl (WE Data Europe)

As a member of WE Data Europe (formerly Europäischer Verein zur verbrauchsabhängigen Energiekostenabrechnung e.V., “E.V.V.E.”), Techem represents at EU level interests in the areas of energy and water data management and especially in relation to submetering. Techem CSO Nicolai Kuß has been President of the Association since 2022.

Central Real Estate Committee (Zentraler Immobilien Ausschuss e.V., “ZIA”)

As a member of the ZIA, Techem supports measures to improve the economic, legal, fiscal, and political environment of the real estate industry as well as its sustainability-related and digital transformation. Techem CEO Matthias Hartmann is co-chair of the ZIA Energy Task Force.

⁴⁰ Since the first quarter of 2024, ARGE has been operating under the name Bundesverband für Energie- und Wasserdatenmanagement (Federal Association for Energy and Water Data Management, “bved”), previously: Arbeitsgemeinschaft für Heiz- und Warmwasserkostenverteilung (Working Group for Heating and Water Cost Allocation, “ARGE HeiWaKo”).



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Overview of membership in associations and interest groups **GRI 2-28** ☒

Active Techem national company	Organization	
Techem Belgium	Unie van Zelfstandige Ondernemers (UNIZO) – Union of Independent Entrepreneurs	
Techem Bulgaria	Asociatia na druzestvata za toplotno schetovodstvo (ADTS) – Association of Heating Cost Allocation Companies	Asociatia na druvestvata za upravlentie na etajna sobstvenost – Association for the Management of Residential Property
Techem Germany	Acatech – National Academy of Science and Engineering	
	Bundesverband der Deutschen Industrie – Initiative „Energieeffiziente Gebäude“ (BDI-IEG) – Federation of German Industries – Energy-efficient Buildings Initiative	
	Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V. – Federal Association of German Housing and Real Estate (GdW)	
	Bundesverband der Energie- und Wasserwirtschaft e. V. – Federal Association of Energy and Water Industry (BDEW)	
	Bundesverband für Energie- und Wasserdatenmanagement e. V. – Federal Association of Energy and Water Data Management (bved)	
	Bundesverband Informationswirtschaft, Telekommunikation und neue Medien e.V. – Federal Association of the Information Economy, Telecommunications and new Media (Bitkom)	
	Bundesverband Neue Energiewirtschaft e.V. (bne) – Association of Energy Market Innovators	
	Deutsche Unternehmensinitiative Energieeffizienz e.V. – German Business Initiative for Energy Efficiency (DENEFF)	
	European Association for Energy and Water Data Management – aisbl (WE Data Europe; vormal: Europäischer Verein zur verbrauchsabhängigen Energiekostenabrechnung – European Association for Energy and Water Data Management (E.V.V.E.)	
	Verband Deutscher Maschinen- und Anlagenbau e.V. – Association of German Mechanical and Plant Engineering (VDMA)	
	Verband für Energiedienstleistungen, Effizienz und Contracting e.V. – Association for Energy Services, Efficiency and Contracting (VEDEC)	
	Wirtschaftsforum der SPD e.V. – Economic Forum of the Social Democratic Party of Germany V.	
	Wirtschaftsrat der CDU e.V. – Economic Council of the Christian Democratic Union V.	
	Wirtschaftsvereinigung der Grünen e.V. – Economic Association of the Green Party V.	
Zentraler Immobilien Ausschuss e.V. – Central Real Estate Committee (ZIA)		
Techem France	Syndicat de la mesure (SyM) – Surveying Trade Union	
Techem Italy	Associazione Nazionale Contabilizzazione Calore e Acqua (ANCAA) – National Association for the Billing of Heating and Water	
Techem Netherlands	NEN	
	European Association for Energy and Water Data Management – aisbl (WE Data Europe; vormal: Europäischer Verein zur verbrauchsabhängigen Energiekostenabrechnung – European Association for Energy and Water Data Management (E.V.V.E.)	
	Nederlandse Vereniging voor Verbruiksafhankelijke Energiekostenafrekening (NL.V.V.E.) – Dutch Association for Consumption-based Billing of Energy Costs	



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Active Techem national company	Organization
Techem Norway	Norwegian sub metering association (NSMA)
Techem Poland	Stowarzyszenie Ds Rozliczania Energii (STOW) – Association for Energy Billing
Techem Switzerland	Schweizerischer Verband für Energie- und Wasserkostenabrechnung (SVW-ASC) – Swiss Association for Energy and Water Cost Billing
	Suisstec – Employers’ and industry association for building technology and building envelopes
	energie-cluster
	Die Planer
	SVIT (Swiss Association of real estate escrow agents)
	WBG (housing cooperatives)
Techem Slovakia	Asociácia rozpočítavateľov tepla a vody Slovensko (ARTAV) – Association of Heating and Water Providers
Techem Spain	Asociación Española de Empresas de Lectoras de Contadores de Agua y Energía (Apecae) – Association of Water and Energy Meter Reading Companies
	Asociación Espanola de Repartidores de Costes de Calefacción (AERCCA) – Association of Heating Cost Allocators
Techem Czech Republic	Asociace rozuctovatelů nakladu na teplo a vodu – Association of Heating and Water Providers (ARTAV)
Techem Hungary	Lakásszövetkezetek és Társasházak Érdekvédelmi Szövetsége – Interest Group of the housing associations and owner-occupant associations (LÉTÉSZ)
	Lakásszövetkezetek Országos Szövetsége – National Association of Housing Associations (LOSZ)
	Magyar Távhőszolgáltatók Szakmai Szövetsége (MATÁSZSZ) – Professional Association of Hungarian District Heating Suppliers
	Magyar Víziközmű Szövetség – Hungarian Waterworks Association (MAVÍZ)
Techem Austria	European Association for Energy and Water Data Management – aisbl (WE Data Europe; vormal: Europäischer Verein zur verbrauchsabhängigen Energiekostenabrechnung – European Association for Energy and Water Data Management (E.V.V.E.)



Supplementary information

In our reporting on the focal topics of environmental, social and governance dimensions, we comply with international reporting standards. Further information contributes to transparently setting out our commitment – for all German and international business units of Techem Group.

- [Overview of Techem Group](#)
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Overview of Techem Group

Techem Group is made up of various locations and companies in Germany and abroad. During the 2025 financial year the ultimate parent company of Techem Group was Techem Verwaltungsgesellschaft 671 mbH.⁴¹ This Sustainability Report is published by Techem GmbH on behalf of Techem Group. Significant business units in Germany are Techem Energy Services GmbH, Techem Solutions GmbH, Techem Metering GmbH, Techem X GmbH, the companies belonging to DMG Beteiligungsgesellschaft mbH and bautec Energiemanagement GmbH. The following table sets all the companies in Techem Group as at September 30, 2025.

⁴¹ The consolidated financial statements of Techem Verwaltungsgesellschaft 671 mbH are published in the Federal Gazette yearly. The audit certificate for FY 2023 and FY 2024 have been published in the Federal Gazette; the report for FY 2025 is yet to be published.



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Organization	Location of head office, country
ABRAHAM Wärmeservicevertriebs-GmbH	Bad Gandersheim, Germany
ALPHA MESS Bergisch-Land GmbH	Wuppertal, Germany
AMATec GmbH	Eschborn, Germany
aqua calor GmbH	Leipzig, Germany
asko GmbH	Erfurt, Germany
ASS Abrechnungsservice GmbH	Bremen, Germany
bautech Energiemanagement GmbH	Eschborn, Germany
BFW Dieter Ritter GmbH	Wyhl am Kaiserstuhl, Germany
BFW Ternes GmbH	Cologne, Germany
Böhm Abrechnungs GmbH	Kitzingen, Germany
Caloribel S. A.	Brussels, Belgium
DATA REAL Meßtechnik GmbH	Berlin, Germany
Ditschun Wärmemesstechnik GmbH	Bielefeld, Germany
DMG Beteiligungsgesellschaft mbH	Eschborn, Germany
enco energy control GmbH	Bochum, Germany
Energieversorgungsgesellschaft Klinikum Ludwigsburg mbH	Ludwigsburg, Germany
Exakta-Kalorex GmbH	Heppenheim, Germany
IMMOMESS GmbH	Schifferstadt, Germany
inexogy GF GmbH	Merzig, Germany
inexogy smart metering GmbH & Co. KG	Saarlouis, Germany
inexogy SPV GmbH	Saarlouis, Germany
inexogy TS GmbH	Nörtershausen, Germany
INHA GmbH	Hirrlingen, Germany
Kupferschmid Abrechnungsservice GmbH	Villingen-Schwenningen, Germany
MATec Wolski Gesellschaft für Meß- und Abrechnungstechnik mbH	Berlin, Germany
MAW Service GmbH, metering, billing and maintenance service	Kassel, Germany



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Organization	Location of head office, country
Messcontrol GmbH	Hildesheim, Germany
Messteam 2000 GmbH	Neumarkt, Upper Palatinate, Germany
MessTech GmbH	Krumbach, Germany
MESSWERT Unternehmen für Messdienstleistungen GmbH	Cologne, Germany
RATOMA Messdienste GmbH	Chemnitz, Germany
SANNcompact GmbH	Waldsee, Germany
SRH Mess- und Systemtechnik GmbH	Aßlar, Germany
Techem (Schweiz) AG	Urdorf, Switzerland
Techem AB	Helsingborg, Sweden
Techem BBK Energie GmbH	Eschborn, Germany
Techem Calorlux S.à r.l.	Bereldange, Luxembourg
Techem Danmark A/S	Aarhus, Denmark
Techem do Brasil Serviços de Medição de Água Ltda.	São Paulo, Brazil
Techem Energie GmbH	Eschborn, Germany
Techem Energy Services B.V.	Breda, Netherlands
Techem Energy Services GmbH	Eschborn, Germany
Techem Energy Services S.L.	Madrid, Spain
Techem Energy Services S.R.L.	Bucharest, Romania
Techem GmbH	Eschborn, Germany
Techem Kft.	Budapest, Hungary
Techem Messtechnik Ges.m.b.H.	Innsbruck, Austria
Techem Metering GmbH	Eschborn, Germany
Techem Norge AS	Oslo, Norway
Techem S.r.l.	Rome, Italy
Techem SAS	Le Plessis Robinson, France
Techem Services EOOD	Sofia, Bulgaria



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Organization	Location of head office, country
Techem Services Sp. z o.o.	Katowice, Poland
Techem Solutions GmbH	Eschborn, Germany
Techem spol. s r.o.	Bratislava, Slovakia
Techem spol. s r.o.	Prague, Czech Republic
“Techem” Techniki Pomiarowe Sp. z o.o.	Poznan, Poland
Techem Vermögensverwaltung GmbH & Co. KG	Eschborn, Germany
Techem Verwaltungs GmbH	Eschborn, Germany
Techem Verwaltungsgesellschaft 671 mbH	Eschborn, Germany
Techem Verwaltungsgesellschaft 672 mbH	Eschborn, Germany
Techem Verwaltungsgesellschaft 673 mbH	Eschborn, Germany
Techem Verwaltungsgesellschaft 674 mbH	Eschborn, Germany
Techem Verwaltungsgesellschaft 675 mbH	Eschborn, Germany
Techem Wassertechnik Ges.m.b.H.	Wels, Austria
Techem X GmbH	Eschborn, Germany
TT Thermo Tronic GmbH	Berlin, Germany
UNI-PLUS Hettel GmbH water and heat metering and billing	Muggensturm, Germany
VERmax Messtechnik GmbH	Wels, Austria
Wärmemessdienst Andrä + Zumstrull GmbH	Osnabrück, Germany
Wärmemessdienst Weise GmbH	Eisenach, Germany



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Independent auditor's report following a limited assurance engagement on sustainability information

To Techem GmbH, Eschborn

Within the scope of our limited assurance engagement, we have audited the disclosures indicated with a  in the Sustainability Report for the period from October 1, 2024 to September 30, 2025 (hereinafter referred to as the "Report") published by Techem GmbH, Eschborn (hereinafter referred to as the "Company"). Our engagement only concerns the information that is marked with the symbol .

Responsibility of the legal representatives

The legal representatives of the Company are responsible for preparing the Report in accordance with the principles set out

in the Sustainability Reporting Standards of the Global Reporting Initiative (hereinafter referred to as the "GRI Criteria") as well as for selecting the disclosures to be assessed.

The responsibility of the Company's legal representatives also extends to selecting and applying appropriate sustainability reporting methods and making reasonable assumptions and estimates for individual sustainability disclosures under the given circumstances. Furthermore, the legal representatives are responsible for such internal controls as they have deemed necessary to enable the preparation of a report that is free from material misstatement, whether due to fraud or error.

Independence of and quality assurance by the auditor

We have observed the German professional rules and regulations governing auditor independence as well as other requirements for professional conduct.

Our auditing firm applies all national statutory regulations and professional publications – in particular the Professional Charter for Professional Accountants in Public Practice (BS WP/vBP) and the IDW Standard on Quality Management 1 "Anforderungen an die Qualitätssicherung in der Wirtschaftsprüferpraxis" (IDW QMS 1 (09.2022)) published by the German Institute of Public Auditors (IDW), which requires auditing firms to develop, implement and enforce a quality management system that meets the legal and statutory requirements.

Auditor's responsibility

It is our responsibility, after conducting our audit, to provide a limited assurance opinion on the information in the Report that is indicated with a .

Our engagement does not extend to assessing external sources of documentation or expert opinions referred to in the Sustainability Report.



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We conducted our audit in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): “Assurance Engagements other than Audits or Reviews of Historical Financial Information” issued by the International Auditing and Assurance Standards Board (IAASB). This standard requires us to plan and conduct the audit in such a way that we can conclude – with limited assurance – that nothing has become known which would lead us to believe that the disclosures marked with a  in the Company’s Report for the period from October 1, 2024 to September 30, 2025 have not been prepared in accordance with the relevant GRI Criteria in all material respects. This does not mean that we have to express a separate opinion on each of the marked disclosures.

In a limited assurance engagement, the audit procedures performed are less extensive than in a reasonable assurance engagement, resulting in a significantly lower level of assurance being obtained. The audit procedures are selected at the auditor’s discretion.

Among other things, our audit involved the following audit procedures and other activities:

- › Gaining an understanding of the structure of the sustainability organization and the involvement of stakeholders
- › Interviewing employees involved in the preparation of the Sustainability Report about the preparation process, the internal control system related to this process and selected disclosures in the Sustainability Report

- › Identifying likely risks of material misstatements in the Report based on the GRI Criteria
- › Analyzing selected disclosures in the Sustainability Report
- › Evaluating the presentation of the selected sustainability performance disclosures

Audit opinion

Based on the audit procedures performed and the evidence obtained, nothing has come to our attention to cause us to believe that the disclosures marked with a  in the Company’s Report for the period from October 1, 2024 to September 30, 2025 have not been prepared in accordance with the relevant GRI Criteria in all material respects.

Intended use of this report

We are issuing this report on the basis of the engagement we have entered into with the Company. The audit was conducted for the purposes of the Company, and the report is intended solely to inform the Company about the results of the audit. The report is not intended for use by third parties in making (financial) decisions. Our responsibility extends solely to the Company. Accordingly, we do not accept any responsibility toward third parties.

Frankfurt, January 28, 2026

**PricewaterhouseCoopers GmbH
Auditing firm**

Nicolette Behncke	ppa. Elisabeth Hauschildt
Auditor	Auditor

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GRI content index

Statement of use		Techem has reported in accordance with the GRI Standards for the 2025 financial year starting on October 1, 2024 and ending on September 30, 2025		
GRI 1 used		GRI 1: 2021 foundations		
Applicable GRI Sector Standard(s)		None		
GRI Standard		Page reference	Notes/reason for omission	Ext. audit
General Disclosures				
GRI 2: General Disclosures 2021				
2-1 Organizational details		pages 5-6 ✓, 119-122 ✓	Techem Verwaltungsgesellschaft 671 mbH	
2-2 Entities included in the organization’s sustainability reporting		pages 5-6 ✓, 119-122 ✓		
2-3 Reporting period, frequency and contact point		page 138 ✓		
2-4 Correction of restatements of information			Corrections are explained in the relevant footnotes	
2-5 External audit		pages 123-124 ✓		
2-6 Activities, value chain and other business relationships		pages 7-12 ✓, 14 ✓, 97 ✓, 114 ✓	In the external audit, the auditor exclusively audited the table “Suppliers by region” (GRI 2-6-b-ii) (see page 114 ✓). Further information on GRI 2-6 were not the object of the audit.	✓
2-7 Salaried employees		page 68 ✓, 75-77 ✓		✓
2-8 Workers who are not salaried employees		page 89 ✓		✓
2-9 Governance structure and composition		pages 21-28 ✓, 85 ✓		
2-10 Nomination and selection of the highest governance body		pages 21-22 ✓		
2-11 Chair of the highest governance body		page 22 ✓		
2-12 Role of the highest governance body in overseeing the management of impacts		page 22 ✓, 28 ✓		



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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
2-13 Delegation of responsibility for managing impacts	pages 24-28 ✓		
2-14 Role of the highest governance body in sustainability reporting	page 5 ✓		
2-15 Conflicts of interest	pages 21-28 ✓		
2-16 Communication of critical concerns	page 111 ✓, 113 ✓		
2-17 Collective knowledge of the highest governance body	pages 22-24 ✓		
2-18 Evaluation of the performance of the highest governance body		In the context of the amended owner structure and the new appointment of the Advisory Board, a performance assessment of the highest governance body was not performed in the 2025 reporting year. From the 2026 financial year, the newly composed Advisory Board is to be gradually included in the governance and assessment processes.	
2-19 Remuneration policies	pages 29 ✓, 70 ✓, 78 ✓		
2-20 Process to determine remuneration	pages 29 ✓, 70 ✓, 78 ✓		
2-21 Annual total compensation ratio	page 78 ✓	This key figure encompasses all important operating sites of Techem Germany and all of Techem’s national operating companies in the eight focus countries of Austria, Switzerland, France, Italy, Belgium, the Netherlands, Denmark and Poland. DMG companies are excluded.	☑
2-22 Statement on sustainable development strategy	pages 3 ✓, 13-14 ✓		
2-23 Policy commitments	pages 13-16 ✓		
2-24 Embedding policy commitments	pages 24-28 ✓, 100-110 ✓, 137 ✓		
2-25 Processes to remediate negative impacts	pages 13-16 ✓, 22 ✓, 24-28 ✓, 70 ✓, 90 ✓, 103-104 ✓		
2-26 Mechanisms for seeking advice and raising concerns	pages 15-16 ✓, 70 ✓, 90 ✓		



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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
2-27 Compliance with laws and regulations	page 113 ✓		☑
2-28 Membership in associations and interest groups	pages 116-117 ✓		☑
2-29 Approach to stakeholder engagement	pages 15-16 ✓, 94 ✓, 107 ✓		
2-30 Collective bargaining agreements	page 70 ✓		
Material topics			
GRI 3: Material Topics 2021			
3-1 Process to determine material topics	pages 17-20 ✓		
3-2 List of material topics	page 20 ✓		
Procurement practices			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 101-102 ✓, 105-107 ✓		
GRI 204: Procurement Practices 2016			
204-1 Proportion of spending on local suppliers	pages 114-115 ✓		☑
Anti-corruption			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 101-103 ✓, 107-109 ✓, 111 ✓		
GRI 205: Anti-corruption 2016			
205-1 Operations assessed for risks related to corruption	page 113 ✓		☑
205-2 Communication and training about anti-corruption policies and procedures	pages 113-114 ✓		☑
205-3 Confirmed incidents of corruption and actions taken	page 113 ✓		☑



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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
Anti-competitive behavior			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages <u>101-103</u> ↙, <u>107-10</u> ↙, <u>111</u> ↙		
GRI 206: Anti-competitive behavior 2016			
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	<u>page 113</u> ↙		☒
Tax			
GRI 3: Material Topics 2021			
3-3 Management of material topics	<u>page 105</u> ↙		
GRI 207: 2019 tax			
207-1 Approach to tax	<u>page 105</u> ↙		
207-2 Tax governance, control, and risk management	<u>page 105</u> ↙		
207-3 Stakeholder engagement and management of concerns related to tax	<u>page 105</u> ↙		
207-4 Country-by-country reporting		Techem is active in the following tax jurisdictions: Belgium, Brazil, Bulgaria, Denmark, Germany, France, Italy, Luxembourg, Netherlands, Norway, Austria, Poland, Romania, Switzerland, Slovakia, Spain, Czech Republic, Hungary. In its annual reports in accordance with IFRS, Techem provides detailed information on its tax position. The company complies with all national and international reporting requirements and submits annual country-by-country reports to Germany’s Federal Central Tax Office. The tax information provided is based on the consolidated financial statements, which are audited by an independent auditing firm. We will not provide details of our country-by-country reporting here, since doing so would reveal competition-relevant information.	



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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
Materials			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 58-61 ↴, 63-65 ↴		
GRI 301: 2016 materials			
301-2 Recycled input materials used	page 64 ↴		☑
Energy			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 31-32 ↴, 37-57 ↴		
GRI 302: 2016 energy		All energy consumption figures in this document are given in kWh or MWh. They can be converted into kJ or GJ using the following factors: 1 kWh = 3,600 kJ and 1 MWh = 3.6 GJ.	
302-1 Energy consumption within the organization	pages 50-51 ↴	For Techem, data on steam consumption and sold steam are not relevant as steam was neither bought nor sold in the reporting year.	☑
302-3 Energy intensity	pages 50-51 ↴		☑
302-4 Reduction of energy consumption	pages 50-51 ↴		
Water and effluents			
GRI 3: Material Topics 2021			
3-3 Management of material topics	page 58 ↴, 65 ↴		
GRI 303: Water and effluents 2018			
303-1 Interactions with water as a shared resource	page 65 ↴, 95 ↴		
303-2 Management of water-discharge-related impacts	page 65 ↴		



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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
303-5 Water consumption	<u>page 65</u> ✓	Data on water consumption from areas of water stress (GRI 303-5 b) as well as on modifying water storage (GRI 303-5 c) are not relevant for Techem as water is not a material topic and there is neither significant water consumption in areas of water stress nor relevant water storage.	✓
Emissions			
GRI 3: Material Topics 2021			
3-3 Management of material topics	<u>pages 31-32</u> ✓, <u>37-57</u> ✓		
GRI 305: Emissions 2016			
305-1 Direct (Scope 1) GHG emissions	<u>page 52</u> ✓, <u>55</u> ✓		✓
305-2 Energy indirect (Scope 2) GHG emissions	<u>page 53</u> ✓		✓
305-3 Other indirect (Scope 3) GHG emissions	<u>page 54</u> ✓		✓
305-4 GHG emissions intensity	<u>page 55</u> ✓		✓
305-5 Reduction of GHG emissions	<u>page 46</u> ✓		
Waste			
GRI 3: Material Topics 2021			
3-3 Management of material topics	<u>pages 58-66</u> ✓		
GRI 306: Waste 2020			
306-1 Waste generation and significant waste-related impacts	<u>pages 58-59</u> ✓		
306-2 Management of significant waste-related impacts	<u>pages 58-59</u> ✓		
306-3 Waste generated	<u>page 66</u> ✓		✓
306-4 Waste diverted from disposal	<u>page 66</u> ✓		✓
306-5 Waste directed to disposal	<u>page 66</u> ✓		✓



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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
Supplier Environmental Assessment			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 105-107 ↙		
GRI 308: Supplier Environmental Assessment 2016			
308-1 New suppliers that were screened using environmental criteria	page 106 ↙		
308-2 Negative environmental impacts in the supply chain and actions taken	pages 101-102 ↙, 105-107 ↙, 110 ↙, 112 ↙		
Employment			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 68-74 ↙		
GRI 401: Employment 2016			
401-1 New employee hires and employee turnover	page 76 ↙		☑
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	pages 70-72 ↙		
401-3 Parental leave	page 78 ↙		☑
Occupational Health and Safety			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 68-71 ↙		
GRI 403: Occupational Health and Safety 2018			
403-1 Occupational health and safety management system	pages 70-71 ↙		
403-2 Hazard identification, risk assessment, and incident investigation	pages 70-71 ↙, 74 ↙		
403-3 Occupational health services	page 74 ↙		



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403-4 Worker participation, consultation, and communication on occupational health and safety at the workplace	pages <u>70-71</u>  , <u>74</u> 		
403-5 Worker training on occupational health and safety	page <u>74</u> 		
403-6 Promotion of worker health	page <u>74</u> 		
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pages <u>94-95</u> 		
403-9 Work-related injuries	page <u>79</u> 	Workers who are not salaried employees but whose work and/or workplace is controlled by Techem have not been taken into account.	
Training and education			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages <u>68-69</u> 		
GRI 404: Training and Education 2016			
404-1 Average hours of training per year per employee	page <u>87</u> 		
404-2 Programs for upgrading employee skills and transition assistance programs	pages <u>79</u>  , <u>81-82</u> 		
404-3 Percentage of employees receiving regular performance and career development reviews	page <u>88</u> 		
Diversity and Equal Opportunity			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages <u>68-69</u>  , <u>80-81</u>  , <u>83-84</u> 		



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GRI 405: Diversity and Equal Opportunity 2016			
405-1 Diversity of governance bodies and employees	pages <u>21</u> ↙, <u>85</u> ↙		☒
405-2 Ratio of basic salary and remuneration of women to basic salary and remuneration of men	page <u>86</u> ↙		☒
Non-discrimination			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages <u>68-69</u> ↙, <u>80-81</u> ↙		
GRI 406: Non-discrimination 2016			
406-1 Incidents of discrimination and corrective actions taken	page <u>88</u> ↙		☒
Freedom of Association and Collective Bargaining			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages <u>105-106</u> ↙		
GRI 407: Freedom of Association and Collective Bargaining 2016			
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Techem has no grounds to believe that there is a significant risk of violation of the right to freedom of association and collective bargaining at its global locations. We refuse to work with suppliers that are known to have a significant risk of such violations. To comply with the Supply Chain Due Diligence Act (LkSG), we carried out a systematic risk analysis in the 2025 financial year and developed appropriate measures for dealing with risks (see <u>page 105</u> ↙).	
Child Labor			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages <u>101-102</u> ↙, <u>105-106</u> ↙		



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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
GRI 408: Child Labor 2016			
408-1 Business premises and suppliers at significant risk for incidents of child labor		Techem has no grounds to believe that there is a significant risk of child labor at its global locations. We refuse to work with suppliers that are known to have a significant risk of such violations. To comply with the Supply Chain Due Diligence Act (LkSG), we carried out a systematic risk analysis in the 2025 financial year and developed appropriate measures for dealing with risks (see page 105 ).	
Forced or Compulsory Labor			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 101-102  , 105-106 		
GRI 409: Forced or Compulsory Labor 2016			
409-1 Business premises and suppliers at significant risk for incidents of forced or compulsory labor		Techem has no grounds to believe that there is a significant risk of forced or compulsory labor at its global locations. We refuse to work with suppliers that are known to have a significant risk of such violations. To comply with the Supply Chain Due Diligence Act (LkSG), we carried out a systematic risk analysis in the 2025 financial year and developed appropriate measures for dealing with risks (see page 105 ).	
Supplier Social Assessment			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 101-102  , 105-106 		
GRI 414: Social Assessment of Suppliers 2016			
414-1 New suppliers that were screened using social criteria	pages 105-106 		



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GRI Standard	Page reference	Notes/reason for omission	Ext. audit
Public Policy			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 101-102 ↙, 115-117 ↙		
GRI 415: Political Influence 2016			
415-1 Political contributions	page 115 ↙		☑
Customer Health and Safety			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 92-99 ↙		
GRI 416: Customer Health and Safety 2016			
416-1 Assessment of the impacts of various product and service categories on health and safety	pages 94-95 ↙		
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	page 99 ↙		
Customer Data Privacy			
GRI 3: Material Topics 2021			
3-3 Management of material topics	pages 92-99 ↙		
GRI 418: Customer Privacy 2016			
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	page 99 ↙		☑

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Recommendations of the TCFD on publication	Page reference
Governance	
Disclosure of governance of climate-related risks and opportunities	
a. Supervision of the Supervisory Board and Executive Board concerning climate-related risks and opportunities	pages 21-28 ✓
b. Role of the management team in the assessment and management of climate-related risks and opportunities	pages 21-28 ✓
Strategy	
Disclosure of the actual and potential impacts of climate-related risks and opportunities on business activities, strategy and financial planning	
a. Short-, medium- and long-term climate-related risks and opportunities for the organization	pages 33-36 ✓
b. Impacts of climate-related risks and opportunities on business activities, strategy and financial planning	pages 33-36 ✓
c. Resilience of the strategy taking into account various climate-related scenarios, including a 2 °C or lower scenario	pages 32-33 ✓
Risk management	
Disclosure of processes for identifying, assessing and managing climate-related risks	
a. Processes for identifying and assessing climate-related risks	pages 32-33 ✓, 36 ✓
b. Processes for managing climate-related risks	page 36 ✓
c. Integration of processes for identifying, assessing and managing climate-related risks into general risk management	page 36 ✓
Key figures and targets	
Disclosure of key figures and targets for assessing and managing relevant climate-related risks and opportunities	
a. Applied key figures for assessing climate-related risks and opportunities, aligned to strategy management process and risk management process	page 37 ✓
b. Scope 1 and 2 and, if applied, also Scope 3 GHG emissions and the associated risks	page 37 ✓
c. Targets for managing climate-related risks and opportunities, including performance, relating to these targets	page 37 ✓

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The UN sustainable development goals are the core of Agenda 2030 for sustainable development. The 17 goals along with their 169 targets are intended to guide policymakers, businesses and civil society in tackling the greatest economic, social and environmental challenges of our time. Techem has committed itself to the SDGs and contributes directly to their achievement with its business model.



As a company with international operations, we are able to contribute to many of the SDGs through our sustainability-related activities along the value chain. We believe that we can make our greatest positive contribution to those SDGs that are directly related to our products and services. With this in mind, we have identified eight goals and 13 targets that are particularly relevant to us.

Standard	UN SDGs	Page
Environmental data		
› CO ₂ e emissions	9.4, 13.3	pages 52-57 ✓
› Energy mix (including renewable energy)	7.2	pages 49-51 ✓
› Energy intensity	7.3	page 51 ✓
› Water consumption (m³)	6.3	page 65 ✓
› Hazardous waste (t)	12.4	pages 65-66 ✓
Social		
› Cases of discrimination	5.1	page 88 ✓
› Share of women in management positions (%)	5.5	page 85 ✓
› Gender pay equality (%)	8.5, 8.7	page 86 ✓
› Work-related injuries to employees	8.8	page 79 ✓
Governance		
› Share of women on the Board (%)	5.5	page 21 ✓
› No cases of corruption	16.5	page 113 ✓
› Sustainable procurement policies	12.7	pages 105-108 ✓



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